

## **Module 11: Business Relations**

### **Overview**

Host

We've covered the technical concepts and practices that you need to know to perform or understand the inspection procedures to implement the Pathogen Reduction and HACCP requirements. For inspection and compliance personnel to effectively carry out their duties and responsibilities, they must be able to effectively communicate with the employees and officials of the regulated industries. Doing so will help us to enhance and maintain a professional business relationship with the regulated industries. To assist you in this regard, we have included this module which is titled Business Relations to provide you with information and techniques on:

1. Building effective relationships,
2. Managing conflict more effectively, and
3. Communicating more effectively.

Even though the content of this module is geared toward business relations with the meat and poultry industries, its use applies to any and all business as well as personal relations.

On July 12, 1996, the previous head of the Office of Field Operations issued a memo on the subject of Industry/Agency Relations. He said, "The very nature of our work places us in potentially conflicting situations on a daily basis because of the impact of our actions on the financial operations of a plant." He further states the work objective, "to improve the professional relationship between inspection and industry personnel at the workplace and resolve differences in a business-like and equitable manner to meet the goals of the inspection program." In line with this objective, five principles were identified to help foster better industry relationships. Dr. Mark Mina, the current Deputy Administrator for the Office of Field Operations, has said that "these principles must continue to be used to guide the behavior and actions of all FO employees, supervisors, and managers." These 5 principles are the foundation of this training unit. Let's review the five principles.

- ▶ Principle 1 is to maintain open, honest, and straightforward communication.
- ▶ Principle 2 is to have mutual respect.
- ▶ Principle 3 is to be issues-oriented.

- ▶ Principle 4 is to maintain a work environment that is absent of the fear of retaliation and intimidation.
- ▶ Principle 5 is to understand each other's roles and responsibilities.

These 5 Principles of Relationship Building are the foundation that we need to keep in mind as we communicate and relate with others. The concepts and practices that we cover in this unit will give you the skills and tools you need to demonstrate the behaviors and actions covered by the 5 relationship principles.

As stated earlier, this module addresses three business relations related subjects. They are:

1. Building Effective Relationships,
2. Conflict Management, and
3. Communication and Listening Skills.

By the time we complete the unit, we will have covered the objectives outlined for this module in your Participant Guide.

(Close of overview)

## **SECTION 1: Building Effective Relationships**

Host (opening of Section 1)

In "Building Effective Relationships," we will focus on helping you learn how to create trust in work relationships by communicating in a way that connects with a person's value system. When you connect with a person's value system, you are on the road to creating trust; and creating trust will help you be effective in establishing and maintaining effective business relations.

Let's review the objectives for this section. They are:

- Recognize how behavior affects one's image, credibility, and effectiveness.
- Demonstrate the ability to anticipate reactions, feelings, and behaviors of others in specific situations.
- Successfully get thoughts across to others by applying a model for building trust through communication.

Very shortly, I will be turning the program over to Mr. William Butcher, the creator of the "Building Effective Relationships" segment of this module. Before doing this, I want to provide you with some background information on Mr. Butcher. He has been offering this program since 1990. Before starting this program, he owned and operated a multi-million dollar business that produced and sold sanitizing cleaners and agents, and yes, he had numerous customers from the meat and poultry industries. Thus he is very familiar with where you work and whom you work with. He is a chemist by profession and has over 35 years of experience as a manager. Here is William Butcher.

**(Facilitator conducts learning activities and plays William Butcher video.)**

Host (closing of Section 1)

Let's review the concepts covered by Mr. Butcher. First, he covered the **importance of building trust**. Next, you learned about understanding your "**universe**" of relationships. Then, he introduced the **model for building trust**. That included focusing, developing sync, and connecting with others. He continued by covering how to **focus** on the other person's interests and how to use this to get in **sync** with them. Lastly, he covered **connecting** with others' value system.

In closing, the application of Mr. Butcher's model and techniques will greatly enhance your ability to build effective relationships.

**(Close of SECTION 1)**

## **SECTION 2: Conflict Management**

Host (opening of Section 2)

We will now move to the next subject, which is conflict management. In this segment, we are going to add some skills that will compliment the ones you learned from Mr. Butcher. These are conflict management skills. As you know conflict is synonymous with working in a regulatory agency. Some people instinctively know how to deal with conflict while others don't. It is something that can be learned, thus the reason why conflict management is included in this training program. Last year we told you that we would provide you with some additional training in managing conflict. We are keeping our promise to you. This training session can help you take responsibility for resolving conflicts, and redirect energy toward productive solutions.

The objectives that we will cover in this section are:

- Focus on issues and not on personal value systems.
- Understand the steps for successful conflict management.

**(Facilitator conducts learning activities and plays “Between You and Me: Solving Conflict” Video.)**

Host (closing of Section 2)

As the characters in the video realized, avoiding existing conflict does little to resolve conflict. Whenever possible, you should take responsibility for dealing with conflict. If you will take the responsibility for dealing with conflicts using the skills covered in the checklist for conflict management you will be able more successful in building and maintaining effective business relations.

**(Close of Section 2)**

### **SECTION 3: Communication and Listening Skills**

Host (opening of Section 3)

Now that we have discussed and practiced skills related to conflict management and techniques and information on building trust, we are going to complete this segment of training by covering two important points. They are:

1. The importance of good Communication and Listening Skills, and
2. The linkage between talking and listening skills.

The primary objective of this section is to help you learn how to communicate more effectively by being an active listener. Most people would agree that listening is a skill that is critically important to success in business and in life. Yet studies have shown that we listen at only 25% efficiency. Because we miss so much of what we hear, misunderstandings are inevitable. Productivity, efficiency, and quality are impaired. Mistakes occur. Business relations become strained. Teamwork and motivation deteriorate. Stress and conflict increase. The bottom line is that relationships will suffer without good listening skills. If we refer back to our 5 relationship principles, we'll see that demonstrating number 2 (have mutual respect) will be very difficult without using active listening skills. If listening is so important, why do we do it so poorly? Many of us fall victim to distractions. Or tune out if we lose interest in what someone is saying.

Or are more intent on making our own point than in trying to understand the other person. Or distort what we hear by judging it (or the person saying it). Or commit a host of other common listening errors.

Fortunately, although, effective listening isn't easy, it is an acquired skill that can be improved through practice. In the video "You're Not Listening," a series of vignettes identify poor listening habits and demonstrate how they can be overcome. Specifically, you will learn six skills essential for effective listening. They will enhance your ability to build and maintain effective business relations.

**(Facilitator conducts learning activities and plays "You're Not Listening" Video.)**

Host (Closing Section 3)

You have learned six skills for effective communication and listening and have done your own Personal Analysis of Listening Habits. We would encourage you to think about what was discussed in the three separate videos and to use the material contained in your Participant Handout to guide you in your efforts to enhance your ability to successfully accomplish the 5 relationship principles and thus be more successful in your business relations. Combined with what you have learned from the entire Business Relations module and with the skills you already have, you will be a successful communicator in any of your business relations, provided you apply the information and techniques covered by the last module.

(END)