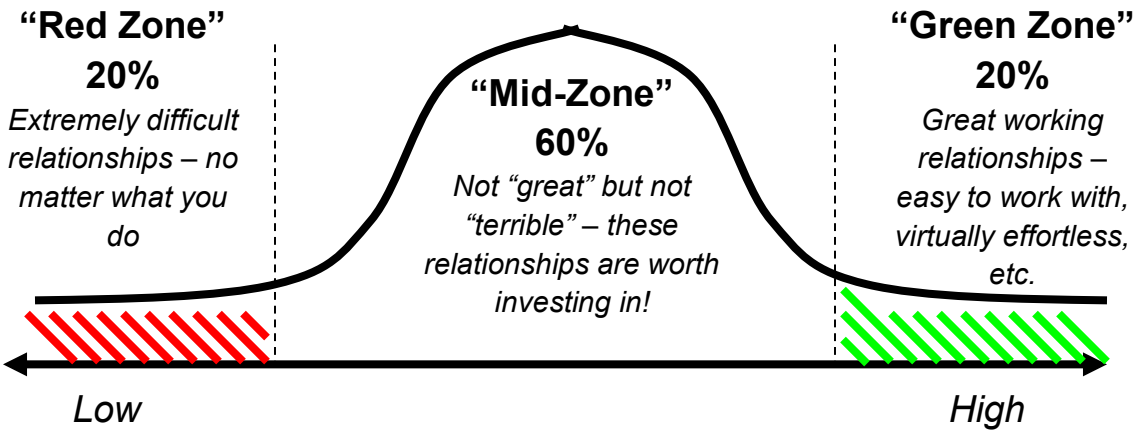
JOHN RIORDAN
Leadership & Organization Development

Mapping Working Relationships: The "20-60-20" Model



- **<u>The Green Zone</u>:** These are the people that are just plain "easy to work with". They're great! You get along well, understand each other, etc. You don't have to make a lot of special effort to keep things on track. And when there is a bump in the road, you can set things right fairly quickly, regardless of the circumstances.
- Count your blessings that you have these folks – BUT, don't expect that all working relationships will be this easy!! That's an unrealistic expectation that leads to frustration.
- **Don't take these relationships for granted** - a little attention, appreciation, and "maintenance" will produce tremendous return on investment.
- Leverage the energy from these relationships. Enroll "green zone" allies to help strengthen your "mid-zone" relationships - *but be careful not to burn them out!*
- **<u>The Red Zone</u>:** These are the people that you simply cannot get on with – no matter what. There will likely be a few people in your life who are in this category – but don't be too quick to relegate someone to the "red zone".
- Have you really tried your best – *multiple times* – to turn the relationship around? Have you done *more* than your part to move the relationship to the "mid-zone"?
- **Get Help:** Know the policies and procedures for dealing with problematic behaviors in your workplace. Bring in up-line authority, call in a professional – *don't go it alone*.
- **<u>The Mid-Zone</u>:** These relationships are not "easy" – but they deserve your investment! They can get better with effort – AND they can get WORSE if ignored.
- **Focus your energy here** – be intentional. These working relationships have potential. Be creative about what YOU can do to move each relationship in the right direction.

Application: The “20-60-20” Model

- List key people you work with. Map the names on your list onto the “20-60-20” Model above.
- For each individual, consider specific strategies to sustain and leverage your “Green Zone” relationships, improve your “Mid-Zone” relationships, or mitigate the damage from your “Red Zone” relationships.

Name:	***Strategies:***
Green Zone:	
***Mid-Zone*:**	
Red Zone:	

"Leadership is the art of accomplishing more than the science of management says is possible." Colin Powell