



## The Five Crucial Elements of Relationship Centered Leadership

By Rosa Antonia Carrillo, M.S.O.D.

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### In this webinar you will:

1. Learn Five Crucial Elements of Relationship Centered Leadership
2. Understand why meeting the need for relationship is a primal motivator.
3. Discover how Relationship Centered Leadership inspires and delivers excellence.
4. Learn why psychological safety is the precursor to learning.
5. Examine how your beliefs about emotional needs affect your ability to lead.
6. Learn three tools that build trust and open communication in relationships.

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### Why are you here today?

- The most important take away for you today is to set an intention to do everything you can to access your emotions and your intuition.
- These are the leader's key to success, yet seldom addressed in our educational system.

#### Do you feel:

1. Respected
2. Important
3. Accepted
4. Secure
5. Included

#### What are you doing to help others feel this way?

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Please post your questions in the chat box. We will stop periodically and Fran will select questions.

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### We are hardwired for relationship



Tom Egan / The Star-Ledger

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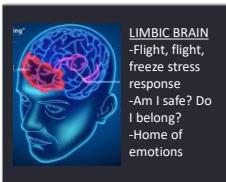
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### Where does the need for relationship originate?

#### Amygdala Hijack

#### Threat Response



- Difficulties accessing long-term memory
- Logic decreases, irrationality increases
- Judgment diminishes
- Aggression may increase
- Problem solving reduced
- Message receptors shut down
- Memory decreases-learning
- Pessimism and perceived threats/insults increase

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## Managing the Threat Response Psychological Safety

- Psychological safety, according to Harvard Business School professor Amy Edmondson, is the shared sense of confidence that the team will not embarrass, reject or punish someone for sharing ideas or concerns.
- William Kahn defined it as the safety to be yourself.
- A study of cardiac surgery teams, teams with greater psychological safety experienced fewer medical errors.

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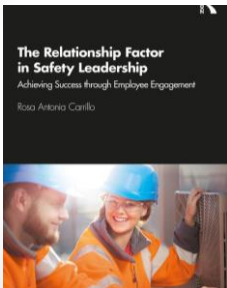
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## Tales of Successful Leaders



- Will be available starting July 29, 2019.
- Learn more on my [website](http://www.carrilloconsultants.com). carrilloconsultants.com
- Preorder book on [Amazon.com](https://www.amazon.com)
- Rosa Antonia Carrillo

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## Psychological Safety promotes learning

- **Learning in organizations** is the ability for members to participate in inquiry to understand and solve inconsistency in outcomes. Learning take place as a direct product of this interaction.
- **Acknowledge** that there is lot of **uncertainty** and interdependency in the work. Tell people: "We've got to have **everyone's** best ideas, instincts, and thinking." This creates the *rationale* for speaking up and innovative ideas.
- **Mistakes are part of learning.** Model the behavior of admitting your own mistakes, and earnestly looking for ways to improve and learn. This creates more resilience and the safety to take risks.
- **Ask a lot of questions.** Seek to understand before you give an opinion. This creates a *necessity* for people to speak up.

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## Key Points: Psychological Safety

1. Begins at the top. The tone is set by the site leader.
2. Promotes true communication to generate the information you need to prevent failures, injuries or retain staff.
3. Makes it possible to contribute your best.
4. Leads to higher performance, more learning and improved relationships with the community.

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## 5 Critical elements of RCL

### Dr. Gerald Newmark

1. Respected
2. Secure
3. Important
4. Accepted
5. Included

### Dr. David Rock

- S tatus
- C ertainty
- A utonomy
- R elatedness
- F airness

The five emotional needs are based on the book by Dr. Gerald Newmark, *How To Raise Emotionally Healthy Children: Meeting the Five Critical Needs of Children...and Parents Too!* NIML Publishers

SCARF is based on the work of David Rock from Neuroleadership, author of *Managing with the Brain in Mind*.

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## Respect & Status

**When people feel respected,** you help them save face. This serves as an antidote to disengagement and conflict.

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## Respect & Status

Treat others as you want to be treated

<p><b>Respectful</b></p> <ul style="list-style-type: none"> <li>• Saying hello</li> <li>• Thoughtful</li> <li>• Attentive</li> <li>• Give feedback in private</li> <li>• Value contribution</li> <li>• Discuss changes before they happen</li> </ul>	<p><b>Disrespectful</b></p> <ul style="list-style-type: none"> <li>• Rudeness</li> <li>• Sarcasm</li> <li>• Belittling</li> <li>• Impatience</li> <li>• Interrupting</li> <li>• Ignoring</li> <li>• Gossip</li> </ul>
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## Important & Autonomy

When people feel important, they become more productive. Employee motivation increases when they have autonomy.

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## Important & Autonomy

Treating others in a way that they feel they are valued and worthwhile.

<p><b>Important</b></p> <ul style="list-style-type: none"> <li>• Making choices</li> <li>• Making decisions</li> <li>• Solving problems</li> <li>• Undivided attention.</li> <li>• Challenging tasks</li> <li>• Give the "why" not the "how"</li> </ul>	<p><b>Unimportant</b></p> <ul style="list-style-type: none"> <li>• Over controlling</li> <li>• Not listening</li> <li>• Ignoring</li> <li>• Not acknowledging contribution</li> <li>• Telling, not asking</li> </ul>
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## Accepted & Relatedness

When people feel accepted fully for who they are, they participate and contribute more, and overall have a better experience and quality of life.

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## Accepted = Relatedness

Acknowledge my right to my feelings, opinions, wants and needs.

### Accepted

- Expression of opinions
- Listen attentively
- Remain patient
- Give credit
- Discuss sensitive topics privately

### Rejected

- Ridicule, ignoring or put downs
- Overreacting to mistakes
- Being overly critical
- Making light of feelings

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## Included & Belonging

People need to belong, feel a part of things, to feel connected to others.

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## Included = Belonging

Included	Excluded
<ul style="list-style-type: none"> <li>• Participating in activities</li> <li>• Participating in meetings</li> <li>• Having choices</li> <li>• Involving others in decisions</li> <li>• Opportunity to exchange feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Repressing or ignoring opinions of others</li> <li>• Not being invited to activities</li> <li>• Not being asked for opinion in decision making</li> <li>• Ignoring or isolating individuals</li> </ul>

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## Secure, Fairness & Certainty

Psychological safety fosters an environment of trust. Employees will feel comfortable reporting any issues and be confident that the problems will be resolved fairly. When employees feel secure in their workplace, productivity and good employee relations flourish.

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## Secure

What are the expectations? How safe am I?

Secure	Insecure
<ul style="list-style-type: none"> <li>• Mistakes are learning opportunities</li> <li>• Explaining the "why" of change</li> <li>• Recognition of contributions</li> <li>• Feedback about activities</li> <li>• Consistent rules with a reason for each one</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of clarity in what's expected or how to do a task</li> <li>• Changes made without sufficient communication</li> <li>• Lack of performance feedback</li> <li>• Anxious and worried leaders</li> <li>• Loss of autonomy</li> </ul>

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## RCL leadership practices

### Actions

1. One-hour or more 1–1 conversations with direct reports monthly
2. Connects, supports & empowers
3. Values feedback and utilizes ideas
4. Challenges me to grow and gives direct feedback
5. Apologizes and admits when they are wrong
6. Revisits priorities frequently
7. Insists on hearing disagreements

### Effects

- Makes me feel included
- I feel like I belong
- They care about me
- They help me succeed
- I can take risks because I know I have their support
- They help keep priorities clear so I can do timely and quality work

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## Challenges of implementation

- Concepts are so true and simple, yet difficult to implement.
- Constant self-awareness is needed, not an easy task.
- Managers in this field love children but they often forget that adults have the same emotional needs.
- Culturally, looking for what's wrong is ingrained.
- Looking for the positive is hard. Reminders are essential.
- Don't forget your top performers have needs too.
- Requires the desire to be a lifetime learner.
- It begins with the interview process

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## Positive Outcomes of RCL

- Lower workers comp and accident rates.
- Employee retention.
- Creativity & innovation
- It's easy to use in child centered environments because people already accept emotional needs.
- Awareness that the simplest interaction creates positivity.
- Allows you to spend more time on the 80%
- You become a learning organization.

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*This School Belongs to you and me:* Every learner a teacher. Every teacher a learner. Dr. Newmark received a presidential citation for his work with schools.

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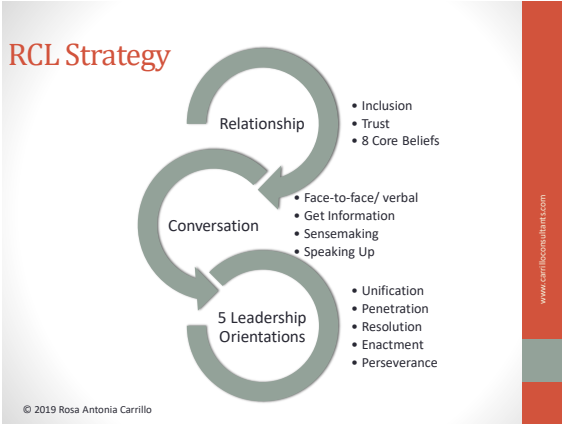
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- ### Next Steps
1. Schedule 1-Hr. monthly 1-1 conversations with your direct reports. Have them take notes and email to you.
  2. Find out what people are doing well or are struggling with. Offer support.
  3. Be visible in the field and talk to children, parents as well as staff.
  4. Train staff in emotional intelligence, mindfulness, and the Five Emotional Needs of Children and adults.
  5. Schedule regular team meetings to exchange ideas, best practices and build relationships.
  6. Ask your staff to give examples back each week of something that happened or was discussed the previous week pertaining to the five needs.
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### Final Question

How does what we've talked about today fit or not fit into your belief system of how to build to build relationships with staff; children and families to nurture their highest potential and that create a psychologically safe learning environment?

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# Resources

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## 5 Questions for Reflection



1. Which of my actions today were positive in regard to meeting the needs of my staff?
2. Which of my actions today were negative in regard to meeting the needs of my staff?
3. What did I learn about myself: attitudes, behaviors, strengths and weaknesses?
4. If I were doing today or this week over again, what would I do differently?
5. Write down comments of staff or parents that should be remembered and shared. These comments give you ideas for an action plan.

Dr. Gerald Newmark PhD.

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## Leadership Conversations

What actions can you take that would meet each critical need for Children and/or Staff

1. Be respected
2. Feel important
3. Feel accepted
4. Feel secure
5. Feel included

For Children

For Staff

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## Resources Available

Rosa Carrillo is available for speaking and staff development

**The Relationship Factor in Safety Leadership** will be available starting July 29, 2019.

- Learn more on my [website](http://www.carrilloconsultants.com).
- Preorder on [Amazon.com](https://www.amazon.com)



Emotionally Healthy Children

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## About the speaker

- Rosa Carrillo, MSOD, is president of Carrillo & Associates, Inc. specializing in Leadership and Team Development.
- Rosa taught kinder garden and Head Start for 10 years and has worked with leaders in early childhood education, the World Bank, Long Beach and Barstow Community Colleges, and is a thought leader in the field of environmental health and safety.
- She is a former adjunct faculty member of Pepperdine's Presidential Key Executive MBA program.
- She holds California elementary teaching credential from UCLA's M.Ed. program, as well as an MS in Organization Development from Pepperdine University.
- Contact us for complete list of consulting services at [Rosa@carrilloconsultants.com](mailto:Rosa@carrilloconsultants.com) or 1.562.596.8537

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