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## Proper Tone In Relationship Management: How to be Andy In a Barney World

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## Relationship Management

### ✦ Leadership

- ▶ At its essence, leadership is managing relationships
- ▶ Your relationships with others
  - Managing expectations
  - Motivating behavior
- ▶ Relationships among others in your "community"
- ▶ So, what "tone" do you strike?

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## Proper Tone in Relationship Management

- Major portion of my professional work
  - ✦ Assisting and equipping managers and supervisors
  - ✦ Not merely litigation or risk avoidance
  - ✦ Also in managing their work relationships
  - ✦ Developed into this presentation
- ✦ Being "Andy" in a "Barney" world

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## Short Answer

- Rules and Relationships
- Barney
  - + Rules are primary
- Andy
  - + Relationships are primary

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## Balance

- How do we balance enforcement of rules/codes of conduct within context of valuing relationships?
- It's complicated
- Wisdom – “Competence with regard to the complex realities of life” Tim Keller
- Not possible to establish all-encompassing criteria
  - + We do not have power of “exhaustive surveillance”
  - + As myriad as the human condition
  - + Rules enforcement must be in context of relationships
  - + Requires discretion and judgment (Recent example from college football)

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## So How?

- Recognize the inherent “tension” (not conflict) between rules enforcement and relationships
  - ✦ Expectations imply capability
  - ✦ Constructive feedback shows desire to preserve relationships
- Identify objectives
- Recognize problems in “rules-first” tone
- Identify and advance concepts for an “Andy world”

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## OBJECTIVES

- Formation – not merely information
  - ✦ Formation of the work culture
  - ✦ Not merely a legal defense
  - ✦ Tone set from the top of any organization
- How to identify and advance
  - ✦ Reasons for the rules
  - ✦ Purposes that the policies are designed to serve

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## OBJECTIVES (cont'd)

- How to be (or train others to be) Andy, not Barney
- If “successful” (even if only heighten awareness), will find that other concerns
  - ✦ Are eliminated or lessened
  - ✦ Take proper place in priority

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## A Barney World

- Serve rules not relationships
  - ✦ Authority – “Because I said so” (or “corporate” or “the law” says so)
  - ✦ Fear motivation if disobey
    - ▶ Or pride motivation – compliant feel superior
  - ✦ Litigation risk avoidance
  - ✦ Relationships “commoditized”
  - ✦ Tone in performance management
    - ▶ If happens again, you’re in more trouble

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## A Barney World (cont’d)

- Some may respond
  - ✦ But no transformative impact
- Some become “minimalists”
  - ✦ Speed limit example
  - ✦ What can I get away with?
- Sows seeds of mentality trying to remedy (“me first” mentality)

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## Barney World Problems

- When conforming to standards
  - ✦ Bold and confident but not humble
- When not conforming to standards, timid and humble but not confident
  - ✦ There are times we fail to satisfy our own standards
  - ✦ If rules are primary, hard to be honest with ourselves
  - ✦ Barney in “Citizens Arrest” episode
- Creates risk
  - ✦ challenges us to be candid about our motives
  - ✦ forces us to identify underlying objectives

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## An Andy World

- What is our work for?
- Work and Rules serve greater purposes
- Relationships primary
- Overriding tone – Dignity in all work
  - ✦ And in all workers – valued for who they are and held accountable to help them be successful
  - ✦ Provides you and your team with fulfillment, sense of purpose (calling)
  - ✦ Attitude penetrates all aspects of policy and legal compliance

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## An Andy World (cont'd)

- “Other” minded
  - ✦ For external relationships
  - ✦ Ultimate end-user – customers
  - ✦ For internal relationships – “team”
  - ✦ Mindset serves the only thing that provides job security – satisfied customers

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## Identify and Advance “Andy” Perspective

- Work as calling – called to do it well
- Not primarily for self – primarily to honor calling and for others (customers and teammates)
- You are the main contributor to creating work environment you would want to work in

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## “Andy” Perspective (cont’d)

- If purpose is to serve and exalt ourselves:
  - + Our work becomes less about the work and more about us
  - + Drive becomes burnout
  - + Self-sufficiency becomes self-loathing (never sure we are doing enough)
- But, if work is primarily to honor our calling and to serve others or something beyond selves
  - + Have a better reason to deploy our talent, ambition, wisdom and vigor
  - + Our excellence serves the work and excellent work serves others and community  
(Keller, “Every Good Endeavor”)

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## Real World Scenario

- Tim is 5-year employee
  - + developed chronic condition
  - + took continuous leave for 6 weeks
  - + returning to work with restrictions and will need intermittent leave
- ADA/FMLA concerns
  - + Interactive process but with what tone?

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## Professionalism/Respect

- Dignity of all workers
  - + What is the underlying assumption about Tim? About others who work with Tim?
  - + Some will disadvantage selves for good of the team, while others will disadvantage the team for the good of themselves.
  - + You promote the former by engaging in that conduct yourself
  - + “A player who makes his team great is better than a great player.” Wooden

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## Interactive Process

- Relationships
  - ✦ Tim only? No
  - ✦ Other employees and “process” itself
  - ✦ Customers
- Rules
  - ✦ Legal requirements under FMLA/ADA
  - ✦ Policy requirements
  - ✦ Job expectations
  - ✦ Privacy concerns

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## Tone in Performance Management

- Duty to act
  - ✦ Not as Barney – lording authority over others
  - ✦ With boldness – serving dignity of the work
  - ✦ With humility – recognize your failings too
- Sharing improvement necessary and how to improve is serving the dignity of the work
  - ✦ Shows commitment to their improvement (person is capable) and to improvement of the culture of the team
  - ✦ Shows commitment to the employment relationship
  - ✦ Serves the only thing that provides job security – satisfied customers

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## Penetrates Legal Compliance

- Relationship issues throughout
  - ✦ Discrimination claims
  - ✦ Retaliation claims
  - ✦ ADA interactive process
  - ✦ Leave notification and application process
- No guarantee of no charges or lawsuits, but more defensible
- More importantly – better workplace culture
- But beware of falling into commodification mindset

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