



## **EFFECTIVE LEADERSHIP RELATIONSHIPS:**

### Creating Boundaries and Bridges for Maximum Work Relationships

#### **GOALS:**

To help organizations and managers

- Build and maintain effective leadership relationships with their employees in the workplace
- Establish and communicate individual and organizational guidelines for the effective working dynamics of power, respect, tolerance, and realistic expectations
- Develop and nurture systems that foster strong commitment to the mission and goals of the department and organization

#### **OVERVIEW:**

Any time a manager has ongoing interactions with others, those interactions underscore relationships. For some managers the interactions might be as simple as interfacing with other managers or staff; for others, who are responsible for essential employees, multiple teams, clients or customers, or coordinated management oversight, the task can be quite complex.

Supervisors and managers are faced with the constant challenge of building and maintaining effective relationships with those they manage as a part of their responsibilities. The quality of these relationships can have a major impact on an organization, with consequences that can be fairly wide-ranging. Some of the effected areas can be:

- Productivity
- Profit and Loss
- Liability or Risk
- Creativity
- Customer Satisfaction
- Workforce Stability and Turnover

Effective leadership relationships are not about generating “good will” to employees. They are in fact an understanding of the boundaries between

management and staff and practicing systems of interaction in such manner as to facilitate and enhance all of the areas bulleted above. When managers are clear and confident regarding how, where and when to intercede and intervene with employees they establish “covenants of trust” between them that serve as the foundation for healthy workplace interactions.

### **OBJECTIVES:**

#### **1. Provide clarity and understanding of scope and limitations of work relationships**

When Managers understand the scope and limitations of the relationships at work they:

- Save time and energy because employees understand and acknowledge their supervisors authority.
- Engender trust because employees understand that their supervisors hear them and work (within the system) to get them the resources they need to get their work done, and/or helps them to develop solutions.
- Builds confidence in the system because they know their supervisor will point them in the right direction for help with problems – personal or professional.
- Serves as a motivation for employees because they understand how their job/unit/department relates to the organization as a whole.

#### **2. Enumerate the Key Components of Effective Leadership Relationships**

The Key Components of Effective Leadership Relationships are:

- Honesty
- Consistency
- Fairness
- Accountability
- Communication

#### **3. Define the role of Managers in developing Effective Leadership Relationships**

- Managers must use the power of their position and relationships to facilitate workplace health through improved problem solving, creativity, and organizational commitment.

## Management Resources

- Managers need to create effective leadership relationship styles to enhance productivity through:
  - Establishment and maintenance of healthy communication among all staff
  - Maintaining clarity regarding all personal and work-related issues
  - Practicing appropriate supervisory discretion and intervention
- Managers should discuss with their employees the dynamics in the workplace that will either foster or undermine relationships and ways to establish positive relationships or re-establish broken relationships.
- Managers need to establish boundaries regarding employee expectations for interpersonal and social relationships at work both between employees and employees and the manager.
- Managers should model appropriate work relationships in their dealings with all employees including their peers and supervisors.
- Managers should discuss issues of respect, appropriate work interactions, workplace behavioral expectations and internal/external customer services dynamics in accordance with the company mission, policies, and procedures.
- Managers are the “representative” of the organization and accept a degree of liability for the actions and behaviors of their employees. The manager should take responsibility for the quality and effectiveness of the business relationship with all their employees and resolve their personal issues with any specific employee or manager.

### **SUMMARY:** Tips for Effective Supervisory Relationships

- Your relationship with each individual you supervise is different, respect differences, manage accordingly, and yet always maintain appropriate performance expectations.
- Do not personalize your relationship with an employee; you are required to fulfill a role within the company which directly relates to its mission and goals.
- Keep your feelings about an employee from interfering with how you supervise them by talking to someone in your professional support system, prior to taking action.
- Be consistent in confronting employees about performance deviations do not personalize the interaction or accept excuses for substandard performance.
- Be consistent about recognizing good work and encouraging your employees through positive reinforcement and both formal and informal recognition
- Admit when you've been wrong, except when doing so would undermine your position or jeopardize the company integrity.
- Do not counsel employees in resolving their personal issues. Hear them out, and then direct them to the appropriate organizational resources.
- Communicate to facilitate – consciously share information that builds your team, enhances your role as a resource and increases productivity.
- Stay within the personal/professional boundaries you have established for interacting with employees; do not blur the lines with friendships or favoritism.
- Stay within the organizational boundaries of your company; do not share proprietary information or unguarded feelings about company decisions or issues.