



IIT ROORKEE



NPTEL ONLINE  
CERTIFICATION COURSE

# LEADERSHIP AND TEAM EFFECTIVENESS

## LECTURE – 53

### Building Effective Relationship with Subordinates and Peers

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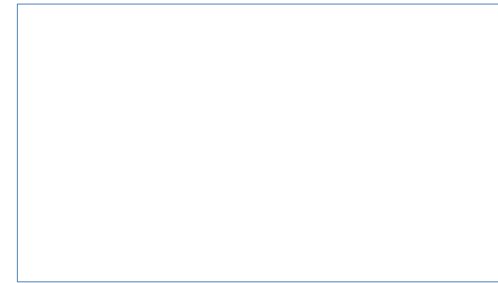
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# Supervisor-Subordinate Relations

- The supervisor-subordinate relationship should be clearly defined in your workplace. As a manager, you bear the primary responsibility for building and maintaining a good working bond with each employee.
- Good relations at work place Make Work enjoyable and productive.
- According to the Gallup organization, people who have a best friend at work are seven times more likely to be engaged in their jobs.

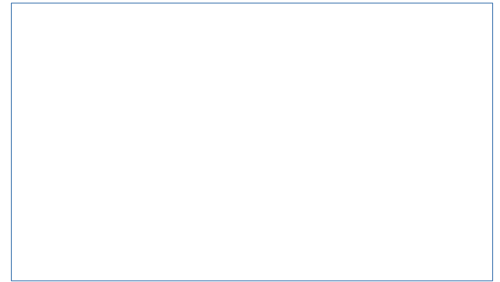


<https://yourbusiness.azcentral.com/examples-insubordination-action-9696.html>

Image source- [https://res.cloudinary.com/vantagecircle/image/upload/v1551272095/Healthy-relationship-with-employees-1\\_f9yOdi.png](https://res.cloudinary.com/vantagecircle/image/upload/v1551272095/Healthy-relationship-with-employees-1_f9yOdi.png)

# Components of Good Relationship

- A good work relationship requires trust, respect, self-awareness, inclusion, and open communication.
- ❖ **Trust**
  - when you trust your team members, you can be open and honest in your thoughts and actions.
- ❖ **Respect**
  - teams working together with mutual respect, value one another's input, and find solutions based on collective insight, wisdom, and creativity.



[https://www.insperity.com/wp-content/uploads/trust\\_and\\_respect\\_in\\_workplace1200x630-848x400.png](https://www.insperity.com/wp-content/uploads/trust_and_respect_in_workplace1200x630-848x400.png)

# Components of Good Relationship(Cont.)

## ❖ Self-awareness:

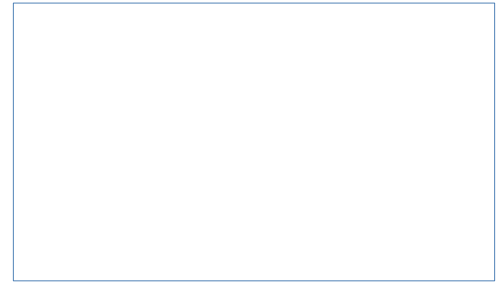
- This means taking responsibility for your words and actions, and not letting your own negative emotions impact the people around you.

## ❖ Inclusion

- don't just accept diverse people and opinions, but welcome them! For instance, when your colleagues offer different opinions from yours, factor their insights and perspective – or "cultural add" into your decision-making.

## ❖ Open communication

- all good relationships depend on open, honest communication.



<https://www.mindtools.com/pages/article/good-relationships.htm>



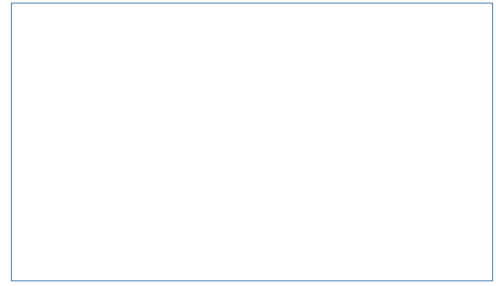
# Responsibilities of Supervisor



Image Source : <https://www.indeed.com/career-advice/career-development/responsibilities-of-a-supervisor>

# Why do peer relationships at work matter?

- Good Relationship with peers offers a number of advantages — not only for individuals, but for the entire organization.
- ❖ **Peer relationships increase productivity and performance**
  - Gallup research found that 30% of employees say they have a best friend at work. That percentage of workers is reportedly seven times as likely to be engaged in their jobs and produce higher-quality work.
- ❖ **Peer relationships boost retention**
  - You want your best employees to stick around for the long haul.
- ❖ **Peer relationships improve team morale**
  - Finally, relationships at work keep your team's spirits high.

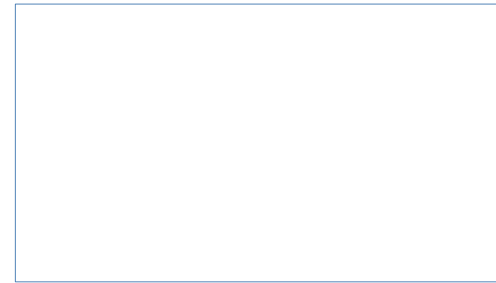


<https://www.wrike.com/blog/importance-of-peer-relationships-at-work/>



# Communication & Leadership in the Workplace

- Good communication and leadership skills are essential if you want to be a productive, effective manager.
- It's not enough to be knowledgeable about what you do; you must also be able to share your knowledge with the people you manage.
- Leadership styles affect employee morale, productivity and retention.



## ❖ Develop Communication Skills

- Good communication skills helps ensure that your staff members understand your instructions and expectations.

Image source-<https://i.hdnux.com/350x235p/s3-us-west-1.amazonaws.com/contentlab.studiod/getty/f2ef69c93ccf4e2b8370da3b2084b961.jpg>



# Communication & Leadership in the Workplace(Cont.)

## ❖ Empower Employees

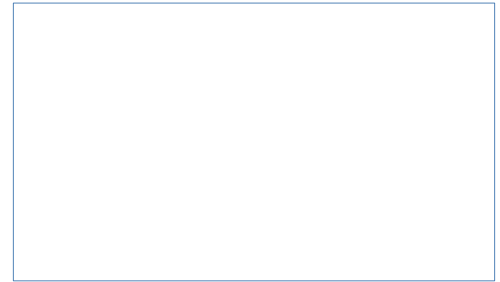
- Empowering employees involves giving employees autonomy and allowing them to make some decisions concerning their work, as explained by Leadership Choice.

## ❖ Recognize Achievements

- Good leaders understand that employees aren't only motivated by money, but by recognition for their work. Praise employees at staff meetings and write them notes thanking them for their efforts.

## ❖ Be a Role Model

- Leaders don't just tell employees what to do. Leadership in the workplace means showing employees how it should be done through exemplary role modeling.



<https://work.chron.com/should-relationship-exist-between-supervisor-subordinate-27839.html>



# How to Build Good Work Relationships

- There are steps you can be used get on better with your colleagues.
- ❖ **Identify Your Relationship Needs**  
Do you know what you need from others? And do you know what they need from you? Understanding these needs can be instrumental in building better relationships.
- ❖ **Focus on Your Emotional Intelligence(EI)**
  - By developing your EI, you'll become more adept at identifying and handling the emotions and needs of others.

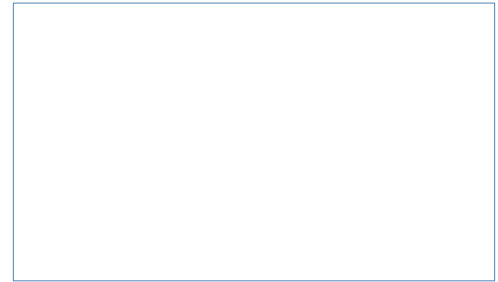


Image Source : <https://web-static.wrike.com/cdn-cgi/image/width=880,format=auto,q=80/blog/content/uploads/2020/11/Understanding-the-Importance-of-Peer-Relationships-at-Work-1.jpg?av=c34caba349d7b37ae040fe9029cde8e3>

# How to Build Good Work Relationships(Cont.)

## ❖ Practice Mindful Listening

People respond better to those who truly listen to what they have to say.

## ❖ Schedule Time to Build Relationships

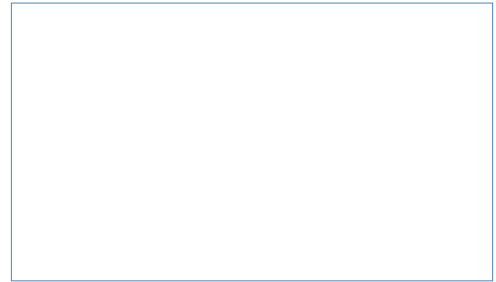
If possible, you could ask a colleague out for a quick cup of coffee. These little interactions take time but lay the groundwork for strong relationships.

## ❖ Manage Your Boundaries

Make time, but not too much! Sometimes, a work relationship can impair productivity, especially when a friend or colleague begins to monopolize your time.

## ❖ Be Positive

Focus on being positive. **Positivity** is contagious and people gravitate to those that make them feel good.



# How to Build Good Work Relationships(Cont.)

## ❖ **Appreciate Others**

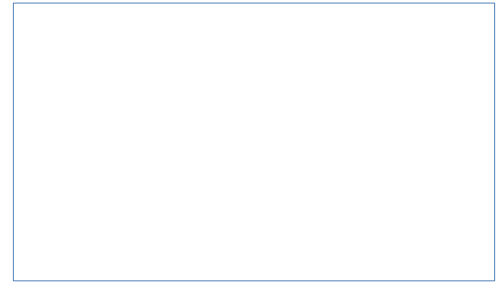
Everyone, from your boss to the intern, wants to feel that their work is appreciated. So, genuinely compliment the people around you when they do something well.

## ❖ **Develop Your People Skills**

Good relationships start with good people skills.

## ❖ **Avoid Gossiping**

- Office politics and Gossips can ruin workplace relationships. If you're experiencing conflict with someone in your group, talk to them directly about the problem.

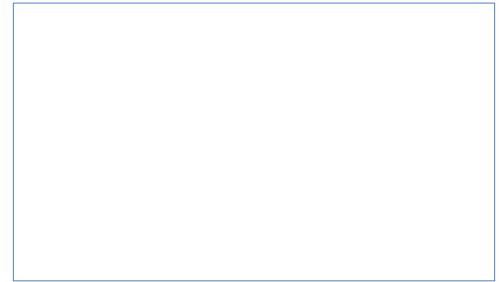


# Graicunas Theory on the Span of Management

- **V.A. Graicunas** a French management Consultant, made a study on superior-subordinate relationship.
- He developed a mathematical formula to analyze this relationship.
- He suggested that the number of possible relationships increases with the number in the number of subordinates.
- Graicemas has identified three specific kinds of superior-subordinate relationships in every organization. They are:

## ❖ **Direct Single Relationship:**

- This refers to relationships that are easily and clearly recognized by the individuals who are his immediate subordinates. They are equal to the number of subordinates supervised.

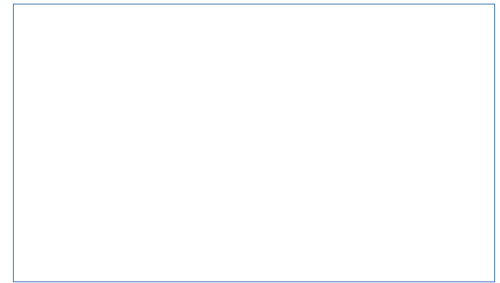


### ❖ Direct Group Relationships:

- This means the group relationships between the superior and each possible combination of subordinates.
- **Example:** A manager having three subordinates would have three direct group relationships.
- Formula =  $n(2^{n-1} - 1)$  where n represents the number of subordinates.

### ❖ Cross Relationship:

- Cross relationships are mutual relationships among subordinates necessary for working under the same superior.
- Graicunas developed the following formula to give the total number of all the three kinds of relationships where n = number of subordinates.
- $n(2^{n/2} + n + 1)$



<https://www.businessmanagementideas.com/management/span-of-management/graicunas-theory-on-the-span-of-management-theories-management/13250>

# 14 Tips For Improving Your Relationship With Your Boss

*Here's how to strengthen your relationship with your boss:*

## 1. Put yourself in your boss's shoes.

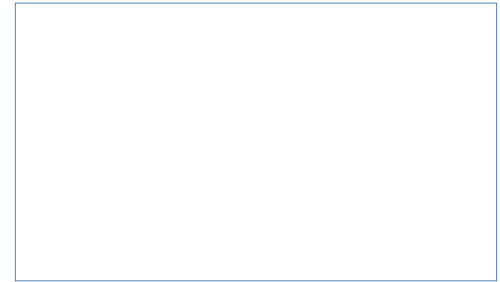
- Figure out the challenges your boss will encounter that day and be prepared to offer solutions

## 2. Show value.

- They hired you for a reason, so make sure that you're adding value to the organization and/or position.



Image Source- <http://www.managementregistry.com/2018/12/14/how-to-improve-your-relationship-with-your-boss/>





# 14 Tips For Improving Your Relationship With Your Boss(Cont.)

## 3. Know when and how to communicate with your boss.

- Employees need to Learn how your supervisor likes to communicate and receive communication, and mimic this style.

## 4. Get to know your boss personally.

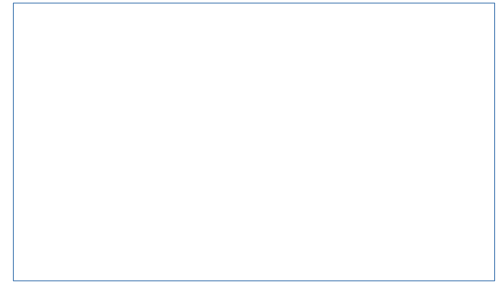
- Bosses are human, so communicate with them on a personal level.

## 5. Ask for feedback.

- Don't be afraid to ask your boss for feedback.

## 6. Offer to help.

- You should ask as your boss if they need help on any projects.



# 14 Tips For Improving Your Relationship With Your Boss(Cont.)

## 7. Keep your supervisor informed.

- No one likes surprises, so if you are experiencing challenges in your work, communicate those.

## 8. Stay above office politics and gossip.

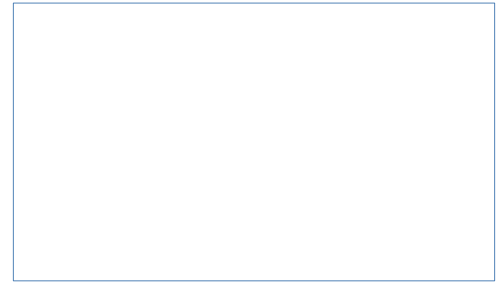
- it's better to never engage in gossip about your boss, nor anyone else for that matter.

## 9. Under-promise and over-deliver.

- Put your best foot forward to exceed your boss's expectations.

## 10. Ask for help and advice.

- people also like to be seen as subject matter experts, especially your boss.



# 14 Tips For Improving Your Relationship With Your Boss(Cont.)

## 11. Do whatever it takes to make your boss look good.

- Everyone cares about their work reputation, or at least they should.

## 12. Establish a line of open communication.

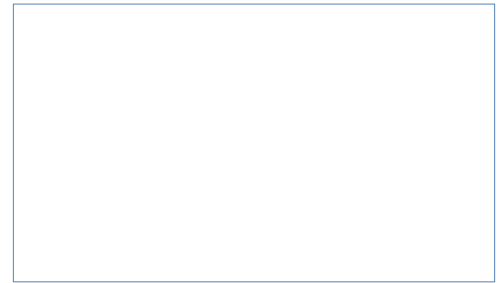
- If you are honest and communicate openly with your supervisor, this will help build transparency and trust in the relationship.

## 13. Show your boss respect.

- Even if you don't like your boss, respect them.

## 14. Be authentic.

- Be authentic in your approach.

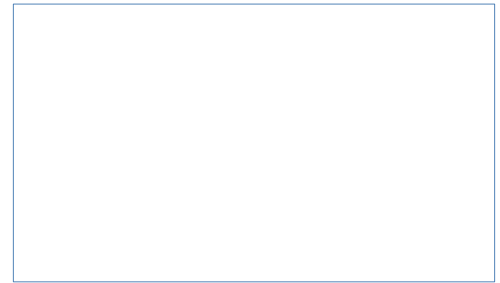


<https://www.forbes.com/sites/jacquelynsmith/2013/10/16/14-tips-for-improving-your-relationship-with-your-boss/?sh=75c943f459b0>

# Case Study: People Problem or Business Problem

- SAHIL was the new VP of Sales who was promoted from inside the organization. Umang, who was the GM (south), was earlier his peer and now his reportee. Both had been 3+ years in the organization in senior roles and were quite mature to accept the new reality. But the new relationship starred on a frosty note as both expected the others to change to the new reality. Soon their cold war became corridor talk, and everyone was betting on how much time SAHIL would tolerate Umang. CHIRAG, the CEO, got a whiff of this but decided to stay out of it. He felt that it was SAHIL's problem. SAHIL was new to the role. Both would mature into the new relationship if he gave them time.

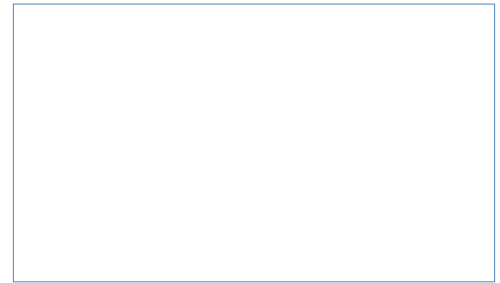
DHRUV was another GM in SAHIL's team, who was seeing the relationship between SAHIL and UMANG deteriorate and was pained to see the impact on the business and the rest of the team.



# Case Study: People Problem or Business Problem

- He took it upon himself to sort things out between Umang and SAHIL and invested a lot of energy and used his personal rapport with both UMANG and SAHIL to convince each on the other's behalf. He even tried to bring the ex-VP (Sales) into the picture to settle the matter, but the ex-VP declined as he felt (and rightly so) that the same would give a wrong connotation to the rest of the organization.
- After a few instances, DHRUV got proof that his efforts were paying fruit, but things would again go back to status quo, and each would blame the other for the same. The team suffered although the business was going wrong, so the impact was not yet visible on performance.

But DHRUV was sure it would impact team performance negatively in the long term, and so continued his crusade. With time, DHRUV saw SAHIL giving him the cold shoulder at times and not interacting with him for days at a stretch.

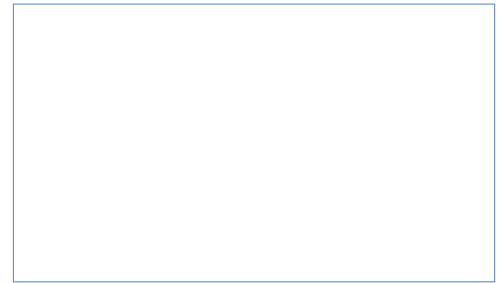


# Case Study: People Problem or Business Problem

- Yeh kya ho gya ( what happened)? He understood from his colleagues that SAHIL felt quite settled and in command in his new role but considered DHRUV a fence sitter, i.e., not fully supporting him in his endeavors. He wanted DHRUV to support him fully (read blindly), then only he could see DHRUV as a long-term player in his team. Regarding UMANG, SAHIL had made up his mind that UMANG had to go. He was waiting for the opportune time. If DHRUV was to move from the fence to SAHIL's side, things would be that much easier to convince the CEO that GI was a loner who was high-headed and that everyone in the team disliked him.

Now how did we land up from there to here?

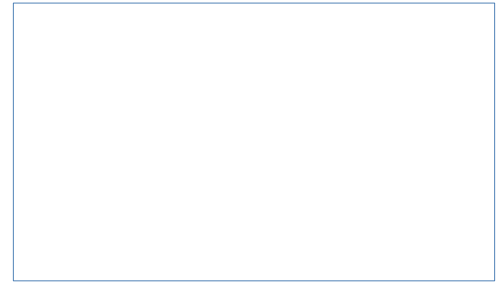
DHRUV was kind of lost. Here, he was trying to solve emotional issues and repair relationships, and suddenly he was an “issue”. What was he to do?



# Case Study: People Problem or Business Problem

- In this catch-22 situation, DHRUV was a performer for most of his 6+ years in the organization, kind of saw a dip in his performance for two quarters continuously. He was called by HR and informed that the organization wanted him to move on (in other words, he was being handed the pink slip). Everybody was aligned with SAHIL including CHIRAG. A year later Umang too decided to move to another company.

WOW, what an end to a people problem which became a business problem for the person who wanted to solve the people problem.





# Research Paper



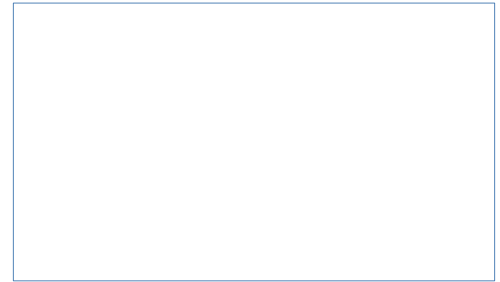
International Journal  
of Productivity and  
Performance  
Management

## Mediation of superior-subordinate relationship and a climate of innovation on psychological empowerment

[Sumi Jha](#)

### Purpose

The purpose of this paper is to establish the relationship between psychological empowerment (PE) and four variables: autonomy, openness, superior-subordinate relationship (SSR), and climate of innovation (CI). The paper also aims to establish the mediating effects of SSR and CI on PE.

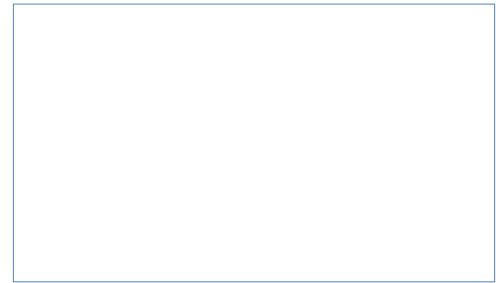


## Design/methodology/approach

The sample size for the study was 319 employees (197 managers and 122 team leaders) from ten leading information and communication technology companies of India. Structural equation modelling was used to test the model under study. Bootstrapping was applied to provide better estimation of the sample.

## Findings

The exogenous variables under study were autonomy and openness. The mediating variables were SSR and CI. Results supported the model and indicated a significant direct effect between exogenous variables and PE. The role of SSR and CI as mediator was also ascertained.

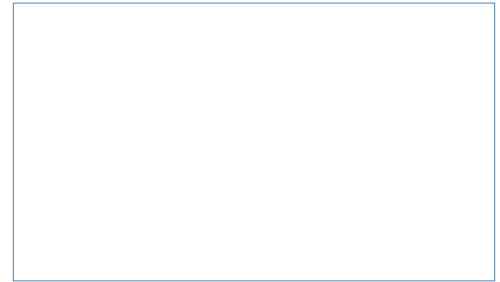


## Practical implications

The paper highlights that the managers of service organizations should take initiatives to provide a conducive climate for innovation. Having the right climate for innovation and support from superiors will make employees feel psychologically empowered.

## Originality/value

Although as researchers and as practitioners the authors understand the importance of innovation climate and role of superior, few studies have sought to explain the mediating effects of SSR and CI.



# BOOK RECOMMENDATION

## The Power of Friends at Work: Forty Stories about Trust, Loyalty, Communication...and Play

**Authors:** Debbie Morello

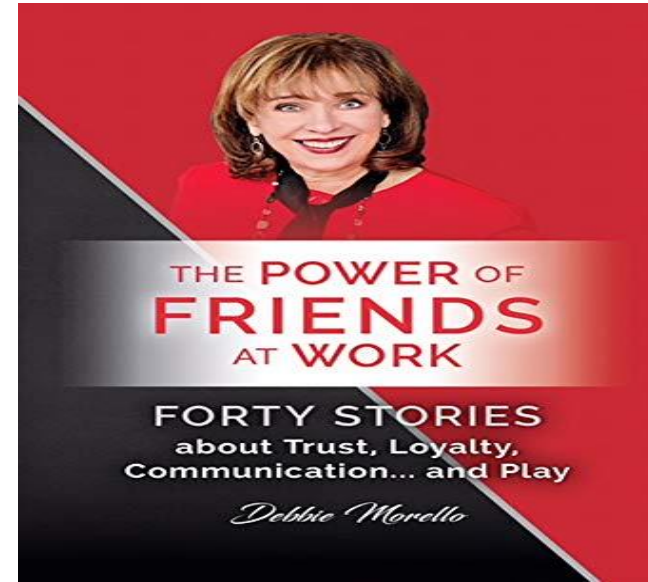
**Publisher:** Morello & Associates; 1st edition  
(23 October 2018)

**Language:** English

**Paperback:** 136Pages

**ISBN :** 0999803417

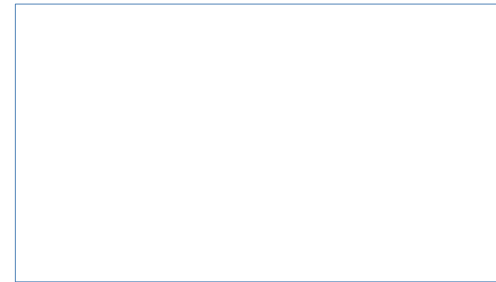
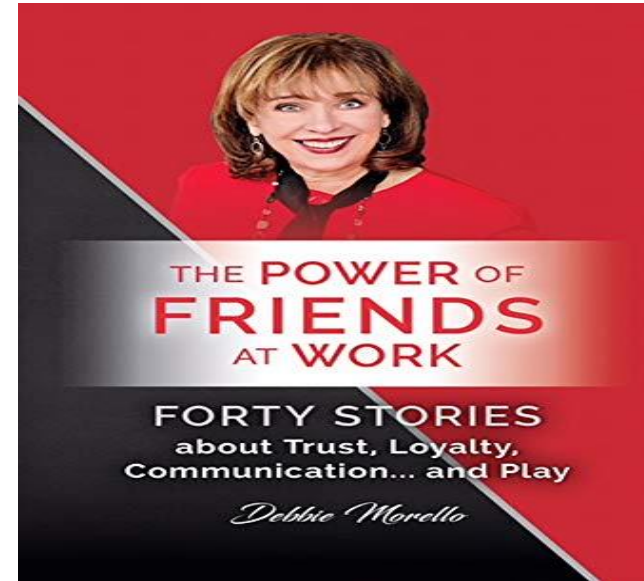
**ASIN :** B07JNPP31Y



[https://www.amazon.in/s?k=Relationship+with+Subordinates+and+Peers&ref=nb\\_sb\\_noss](https://www.amazon.in/s?k=Relationship+with+Subordinates+and+Peers&ref=nb_sb_noss)

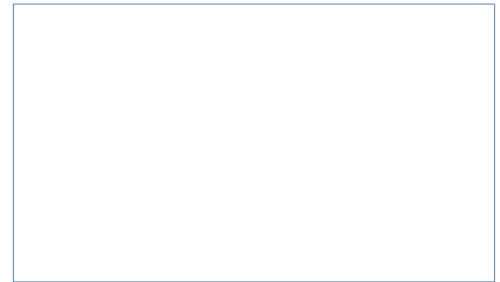
# BOOK RECOMMENDATION

All too often our work life is depressing drudgery, but it doesn't have to be this way. In "The Power of Friends at Work" learn how work relationships lead you to optimal success or abysmal failure. Discover how work relationships that embrace trust, loyalty, boundaries, communication, networking, and play can profoundly influence both personal and professional job satisfaction. Compare the relationships in these stories with your own experiences to maximize career growth while enjoying every moment along the way. Each section has Thoughts and Takeaways for discussions with colleagues, friends, and book clubs.



# References

- <https://yourbusiness.azcentral.com/examples-insubordination-action-9696.html>
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- [Jha, S.](#) (2017), "Mediation of superior-subordinate relationship and a climate of innovation on psychological empowerment", [\*International Journal of Productivity and Performance Management\*](#), Vol. 66 No. 7, pp. 932-947. <https://doi.org/10.1108/IJPPM-12-2015-0195>





# Thank You

