



# Lead and manage effective workplace relationships (Release 1)

BSBLDR523

CHAPTER 3

POWERPOINT PRESENTATION

# Review Management of Workplace Relationships

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## 3.1 Seek Feedback on Management of Workplace Relationships from Relevant Stakeholders

Managing relationships is a continuous process that involves getting feedback and applying that feedback in order to improve.

Relationships are not fixed or static; these can change over time and require attentive management.

## 3.1 Seek Feedback on Management of Workplace Relationships from Relevant Stakeholders

Getting feedback about the way you manage workplace relationships will help you pinpoint which areas you did well in, and which areas need improvement.

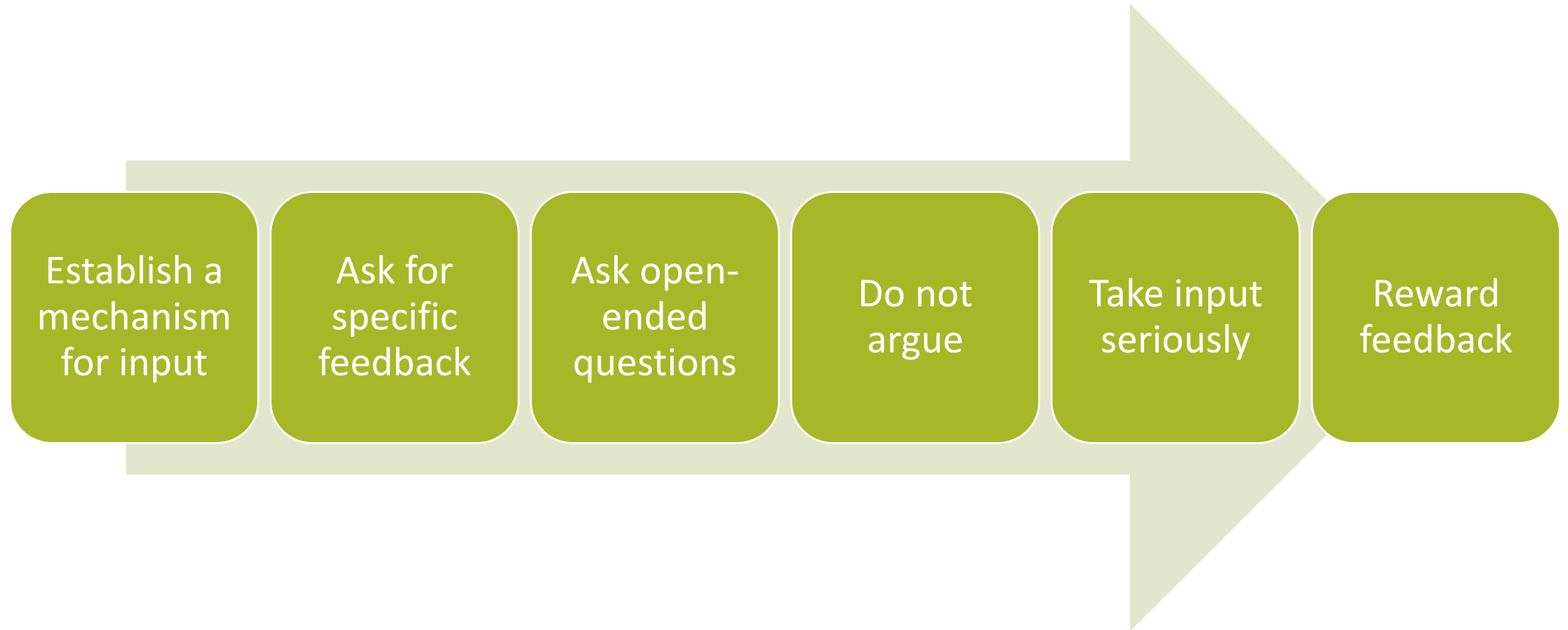


## Relevant Stakeholders to Seek Feedback from

This includes anyone who your processes have affected, such as:

- Colleagues
- Employees you manage
- Supervisors
- Employees from other departments

## Steps in Seeking Feedback



# Steps in Seeking Feedback

## 1. Establish a mechanism for input

- Ways to obtain input include:
  - Create a regular two-way dialogue
  - Engaging employees in solving problems

# Steps in Seeking Feedback

## 2. Ask for specific feedback

- Give the other person time to prepare their comments
- Consider giving a list of guide questions
- Ask them to evaluate the following:

Areas you performed  
well in

Areas you did not  
perform well in

Advice for you to  
improve



## Steps in Seeking Feedback

### 3. Ask open-ended questions

- This helps get more information
- Consider the following questions:

How the processes  
affected them

How effective the  
processes were

Ways to improve the  
processes

# Steps in Seeking Feedback

## 5. Do not argue

- Listen even when you receive negative feedback
- Seek elaboration and clarification but do not try to debate

## 4. Take input seriously

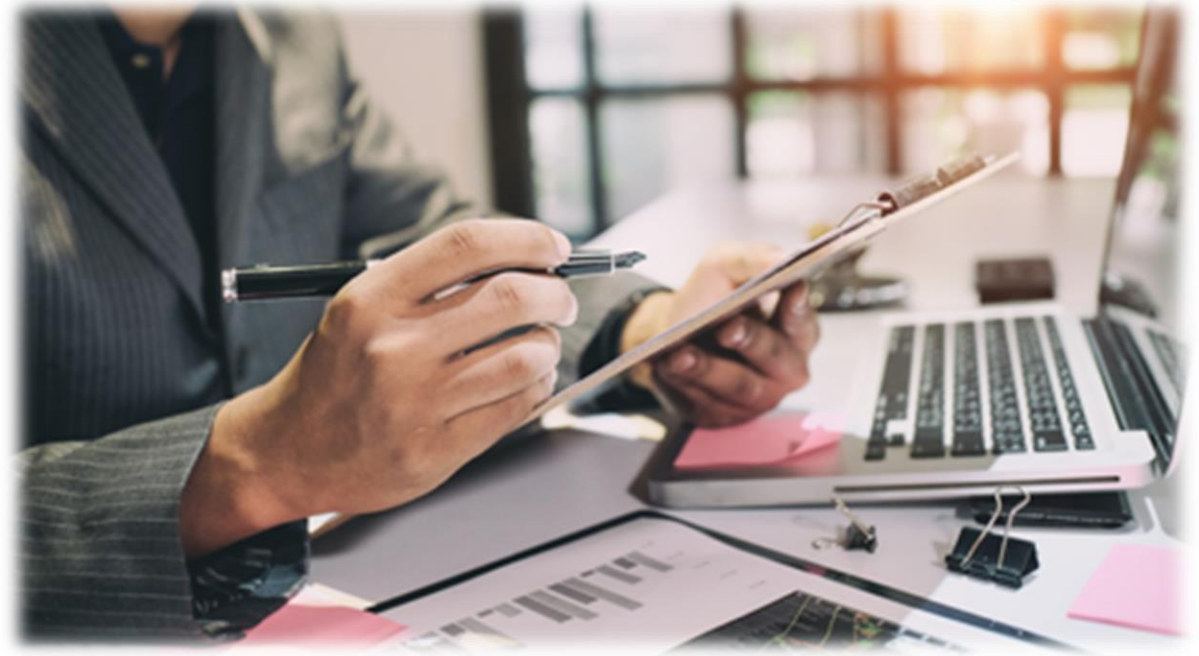
- You don't need to implement every suggestion, but you should explain why you won't

## 6. Reward feedback

- Set up systems that reward those who contribute ideas to the organisation
- Remember to say thank you

## 3.2 Evaluate Feedback for Improvements to Leadership Style

After the feedback session, review all the comments you received. Don't be afraid to seek clarification and follow up as necessary. This will ultimately help improve your leadership style.



# Characteristics of Feedback

As you evaluate feedback, you can check if they have the following characteristics:

## Specific

- Is the feedback specific to a certain aspect of the processes or your leadership style?
- Are there specific situations that the feedback addresses?

## Timely

- Is the feedback based on a recent situation?

## Honest

- Is the person giving the feedback candid with you?
- Do they give the feedback out of the desire to see you improve?

## Goal-oriented

- Is the feedback focused on key aspects of your process or leadership style?
- Are they meant to guide you towards improvement?

## Recurring

- Have you received similar feedback from different people?

## 3.3 Identify Areas of Improvement for Future Workplace Relations Leadership

Feedback is only useful once you do something to address it. With the feedback you received, identify the areas you can apply them to.

Consider what your usual leadership style is and see if your approach is suitable based on your job role and how often other employees need your guidance.



# Leadership Styles

The most common leadership styles are:

## Autocratic

- Focused on results
- Makes decisions without considering or consulting others

## Bureaucratic

- Expects employees to follow organisational policies and procedures exactly
- Leaves little room for creativity and innovation

## Coach

- Knows employees' strengths and weaknesses
- Gives feedback for improvement

## Democratic

- Engages employees by considering their opinions before making decisions
- Wants and encourages participation and creativity

## Laissez-faire

- Delegates many tasks to employees
- Does not provide much guidance or feedback

# Leadership Styles

The most common leadership styles are:

## Pacesetter

- Sets high standards and holds employees accountable for reaching them as quickly as possible
- Doesn't give much feedback

## Servant

- Puts people first
- Good at boosting morale and satisfaction
- Focuses on getting everyone to collaborate

## Transactional

- Establishes incentives for employees who can reach goals and disciplinary action for those who fail to do so

## Transformational

- Focuses on organisational goals more than employees' individual goals

## Visionary

- Good at inspiring employees and establishing strong bonds within the organisation

# Leadership Styles

There is no one 'correct' leadership style. You also do not need to stick to just one style. You can adjust your leadership style to adapt to specific situations.





### 3.3.1 Communication Styles

Understanding your personal style of communicating will go a long way toward helping you create good and lasting impressions on others.

Fine-tuning it according to the situation and the people you interact with ensures that workplace relationships are managed effectively.



### 3.3.1 Communication Styles

There are four basic communication styles:

#### Aggressive

- achieves goals often at others' expense
- domineering, patronising, condescending
- has difficulty seeing others' perspectives
- fosters resistance, lying, and sabotaging

#### Passive

- does not express their own wants and feelings
- apologetic, self-conscious, indirect
- allows others to make decisions for self
- builds overly dependent relationships

#### Passive-Aggressive

- acts their anger out in indirect ways
- indirectly aggressive, sarcastic, unreliable
- sulks and complains
- may gossip and try to sabotage others

#### Assertive

- believes that self and others are valuable
- non-judgemental, confident, action-oriented
- expresses self directly and honestly
- increased self-esteem

The assertive style is the one to strive for.

## 3.3.2 Cross-Cultural Communication

Different cultural contexts bring new communication challenges to the workplace. It is important to recognise that a basic understanding of cultural diversity and practising basic courtesy is the key to effective cross-cultural communications.



## 3.3.2 Cross-Cultural Communication

Practical tips for effective cross-cultural communication:

- Consider special needs individuals on your team may have
- If you are unsure if any differences exist, ask your colleagues
- Don't assume that everyone speaks good English
- Keep your communication clear, simple and unambiguous
- Avoid humour as it is culture-specific
- Employ a reliable, experienced translator as necessary

## 3.3.2 Cross-Cultural Communication

Simple concepts to dramatically boost your cross-cultural communication competency:

Modulate your speech, but do not slow down too much as it may be insulting.

Practise active listening and restate what they say in order to clarify.

Group complex information into smaller chunks.

Use simple, direct sentences.

Avoid slang and culturally-specific references.

Be friendly, but formal.

# What have we learned?

## In this presentation, we have covered:

- ✓ Review existing digital technology use in the business
- ✓ Identify opportunities to implement digital technologies for workplace collaboration
- ✓ Implement and use digital technologies to collaborate in the workplace

# Summary

The processes you develop for encouraging workplace collaboration must be in line with legislation and organisational policies and procedures.

Examples of necessary processes in the workplace are

- Consultation
- Conflict management
- Task issue management

Having processes such as these within the organisation allows employees to get along better with each other and be more productive with their tasks.

# Summary

It is important to remember that:

- Regardless of who you interact with, the way you communicate should be socially and culturally sensitive and inclusive
- Feedback should be a two-way dialogue
- The feedback you receive can help you improve further, so use it well
- Paying attention to others is key to having positive, productive workplace relationships.



# Presentation Summary

**Now that you have completed this presentation, you should be able to:**

- ✓ Review existing digital technology use in the business
- ✓ Identify opportunities to implement digital technologies for workplace collaboration
- ✓ Implement and use digital technologies to collaborate in the workplace