

# Manager-Employee Relationships

Management Focus

LEAP Effect

OCG Opinion Piece

We humans are social animals constantly pre-occupied with building relationships that protect and support us. This true in the workplace too – employees look to their managers/leaders for protection and support as a counter-balance to the time, effort, stress they expend at work.

Managers who recognize and respond to these core needs and do so in a way where employees also connect with and contribute to business needs, will be the ones to generate sustained performance and ultimately be admired for how they lead.



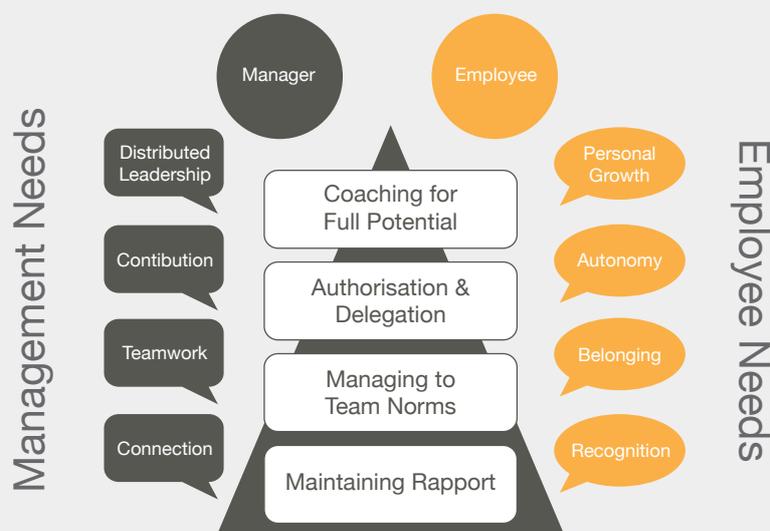
## Focus Point

Whilst personality traits such as “agreeableness” and “extraversion” are important in forming relationships, it is a manager’s actual behaviour and interaction with others that shape the quality of the relationships they are able to build and sustain over time.

## Spotlighting the Critical Needs

In workplace settings, there is a core set of needs held by Managers and employees regardless of industry context and employee profiles. In most cases, establishing the optimal relational foundations requires an intentional focus by Managers to link a particular employee need with those of the business or enterprise... for it is the mutual satisfaction of respective needs that delivers a high-quality relationship.

It is here we begin to see the power of the 4 key disciplines as shown here.



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## ○ 4 Key Disciplines

- **Maintaining Rapport** recognises each employee as an important individual and builds the personal connections the leader needs to influence.
- **Managing to Team Norms** creates a sense of belonging for the employee and is the basis for better forms of teamwork across team members.
- **Authorisation and Delegation** responds to the employee's need for autonomy and means the leader can expect to see greater levels of motivation and discretionary effort
- **Coaching to Full Potential** means the employee experiences a sense of personal growth and the leader is extending their band of leaders beyond themselves.

## ○ Important Reminders

- Relationships are built on satisfaction of respective needs, because that more than any other factor will motivate participants to invest in the relationship and the benefits it delivers for all involved.
- The employee needs will be readily identifiable; just reflect on your own experiences and expectations you had of leaders as an employee.
- Managers are agents of the enterprise so it is not surprising that their needs have a common performance-orientation throughout.
- Whilst each discipline contributes value in its own right, it is the combination of the 4 disciplines and how they operate together in a mutually reinforcing way that is the basis of true engagement and alignment and high performing relationships.

## The L.E.A.P Effect

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