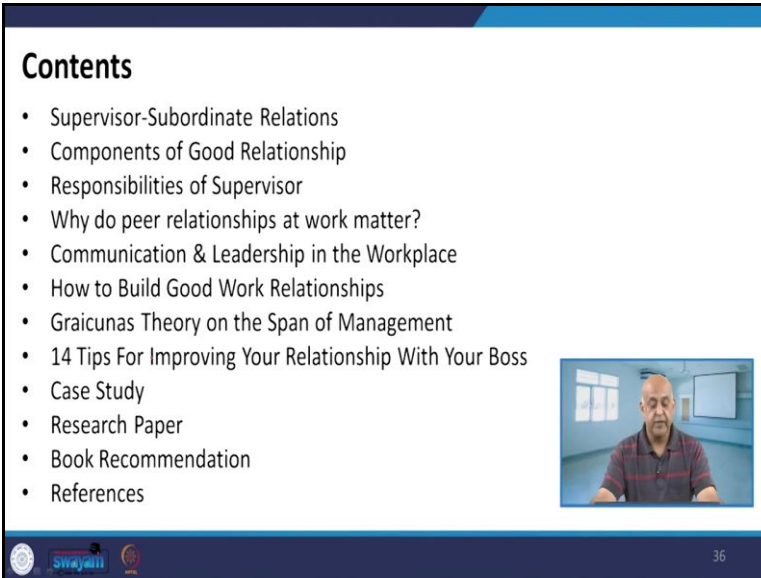


**Leadership and Team Effectiveness**  
**Prof. Santhosh Rangnekar**  
**Department of Management Studies**  
**Indian Institute of Technology, Roorkee**

**Lecture - 53**  
**Building Effective Relationships with Subordinates and Peers**


In this session, we will talk about building an effective relationship with the subordinates and peers because whenever we talk about leadership effectiveness, that is successful leadership, you know this is a critical dimension. It says what type of relationship we have with our subordinates and peers working with us.

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**Contents**

- Supervisor-Subordinate Relations
- Components of Good Relationship
- Responsibilities of Supervisor
- Why do peer relationships at work matter?
- Communication & Leadership in the Workplace
- How to Build Good Work Relationships
- Graicunas Theory on the Span of Management
- 14 Tips For Improving Your Relationship With Your Boss
- Case Study
- Research Paper
- Book Recommendation
- References





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So, in this session, we will talk about the supervisor-subordinate relations, components of a good relationship, responsibilities of the supervisor, why do peer relationships at work matter, communication and leadership in the workplace, how to build good work relationships and then these Graicunas theory on this span of management, 14 tips for improving your relationship with your boss and as usual the case study research papers and the book recommendations with the references.



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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-in-subordination-action-9696.html>
Image source: <https://es.dreamstime.com/ont-people/image/UPLOAD/1551272095/Healthy-relationships-with-employees-1-P9706.png>



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So, the way it is the many places becoming a very crucial that is a what type of the relationship you are having I have mentioned that is earlier that is the people employees they do not leave the organization they live their bosses because they do not have the good relationship with on their bosses. So, a supervisor-subordinate relationship should be clearly defined in your workplace. As a manager, you should be responsible for building and maintaining a good working bond with each employee.

You usually see that whenever we talk about the two sides' relationship. Then the question arises who will initiate first, and here it has been mentioned is who is this supervisor or the superior then senior executive. He is supposed to take the initiative and primary responsibility for building and maintaining a good working bond with each employee. So, good relationships at the workplace make work enjoyable and productive as we know that the work environment plays a vital role in the employees' output.

Moreover, whenever good relations are there, there will be a good work environment, and when whenever there is a good work environment, there will be more productivity. According to the Gallup organization, the people who have their best friend at work are seven times more likely to be engaged in their jobs. So, therefore that is a socialization process.

At the workplace, if you have that cohesive environment and the people like to come on the work, and they enjoy the company of their colleagues, and they do not feel like they are working as an employee rather than they feel that is the yes this is the place where I can come and spend my time, and I can make my life more pleasurable.

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**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.

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So, therefore, in that case, it is becoming critical that the workplace should be attractive. Furthermore, this work will attract you with the help of those working with very supportive employees. Furthermore, these peers are becoming just like a friend. A good work relationship requires trust regarding self-awareness, inclusion, and open communication.

So, naturally, there cannot be a good relationship if there is no trust right. Trust is the root of this good relationship here, and whenever there is a high level of trust, the bondage will be much more robust; as usual, the respect is there, but respect can be an attitude that might be harmful behaviour might be optimistic. So, a person may be giving you respect.

Nevertheless, he is giving them respect because of your position, or it is because by the by his heart then definitely that will always be there will be the maybe there may be the difference is there right. So, therefore, in that case, mutual respect is valued, and one another's input, and then the solutions are based on collective insight, wisdom and creativity. So, whenever you are developing this type of this, mutual respect and trust are there at the workplace and then

definitely, collective wisdom will be developed. So, two minds are always better than one whenever we say. So, therefore it will be creating this the encouraging the more and more creativity is there.

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**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/newLDR401.htm>

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So, here we will find that self-awareness is essential whenever we talk about this good relationship. This means taking responsibility for your words and actions and not letting your own negative emotions impact the people around you. We all have talked about the attitude and behaviour and, therefore, even the leaders when they are into negative emotions.

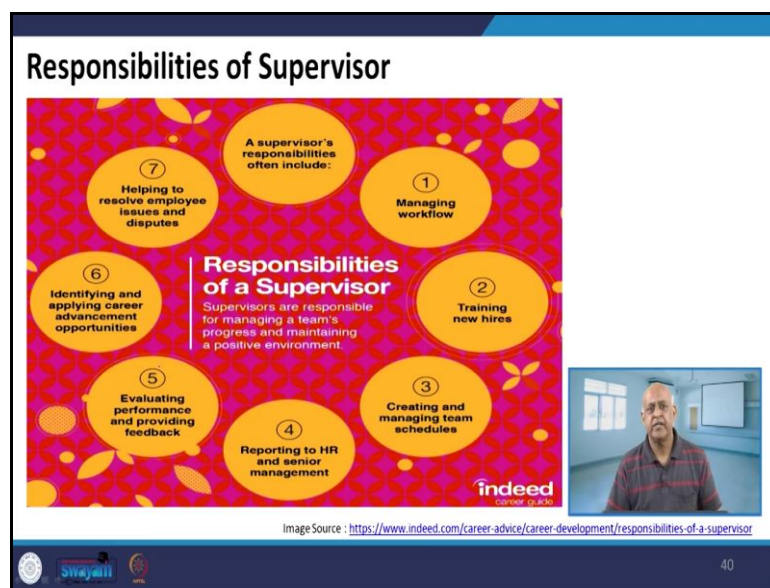
Their mind is into negative emotions, but the people around them will not let them know that negative emotion is their right. So, it is always they are having this inclusion. So, do not just accept the diverse people and these opinions because you see there are different personalities in the workplace. Every personality has his heredity environment and situational factors, and different active attributes will be there.

So, welcome them even if they have these diverse opinions because, as we see, there is a conflict. Conflict is not always negative many times; a functional conflict is there. When your colleagues of a different opinion from your factor, their insights and perspective or the cultural aid in your decision-making are there, and something new will be added.

So, what is required the orientation of inclusion is required. Open communication all good relationships depend on open and honest communication. So, here in communication, I would also like to mention the selection of the words. That is what type of word selection you have. Furthermore, whenever you have these words and interaction, the people will be happy.

Whenever there is honest and open communication with the appropriate selection of words, then definitely that communication will be helping you for the in by making a better relationship is there.

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So, keeping in mind all these dimensions now, we will try to understand that what is the responsibility of the supervisor is there. So, a supervisor's responsibility includes the manager managing the workflow. So, naturally, he is responsible for that ultimately what he is managing? He manages the organization's business and the organization's business, which is the workflow he should try and then the training of new hires.

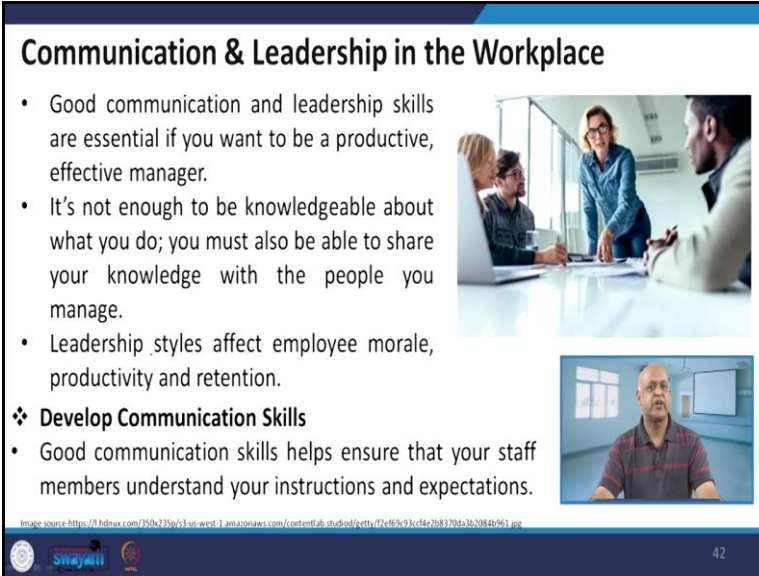
So, that is about these those who are whoever have been these new hires are there the recruitment is done and naturally, they are new to the organization they do not know the culture they do not know about that what are the practices are there. So therefore, that special training is required. So they can be a part of the organization. Creating and managing the team and schedules are there;

time management and what is expected from them that requirement will be communicated to them.

Reporting to the HR and the senior management is there that is he has joined and therefore and the supervisor will report to these the HR and senior manager about the employees joining evaluating the performance and providing the feedback is there. So, those who have joined the organization and their evaluation will be done performance will be evaluated and then they will be provided the feedback will be provided. So, identifying and applying the carrier and advancement opportunities are there and, therefore, supervisor after joining the new employees.

Therefore, in that case, he is creating and managing the team schedules and then, according to this, is reporting to HR and starting with these supporting approaches. Furthermore, that supportive approach will be how the performance is evaluated and how that support is required based on the feedback that is to be provided.

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**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.hdnrs.com/350x235p/3-us-west-1.amazonaws.com/content/ab-studio/cctts/726b9c3c14e7683706a3270848961.jpg>

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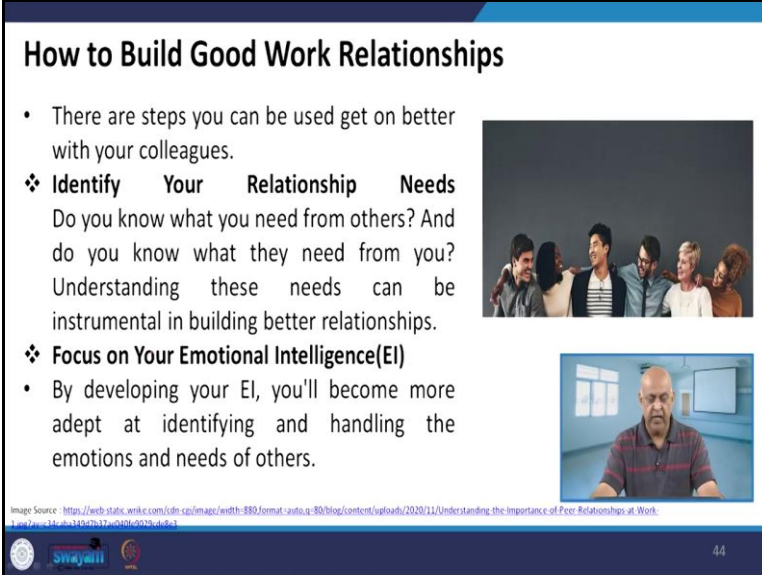
So, why do peer relationships at work matter? So, a good relationship with peers offers several advantages not only for the individuals but for the entire organization also. So, it increases productivity and performance. Gallup research found that 30% of employees say they have a best friend at work, and that percentage of workers is reportedly seven times are likely to be engaged in their jobs and produce the higher quality work is there.

So, therefore, in that case, this percentage of workers, which is the seven times, is there and naturally, they will be able to produce a higher quality of the work. Whenever it is not applicable only in the workplace, b, So, whenever we want it, our family members are to be engaged and, in that case. Usually, we talk about that particular type of commitment is required.

Boost your attention, and you want your best employees to stick around for the long haul. So, therefore they will not leave the organization if they are dissatisfied are uncomfortable. So, naturally, they will leave the organization very soon while here, and then they will try to be a part of the organization for an extended period. A mere relationship improves the team's morale, and a final relationship at work keeps your team's spirits high.

Furthermore, therefore, it becomes essential that an interpersonal relationship is strong. So, that the employees those who are working with the bosses. So, they have that orientation to have these team models, and they will like to work together for a long time.

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**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://arb-static.wikic.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>

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So, communication leadership in the workplace will help retain the employees and get the productivity from the employees, and that is why it is the leadership skills that what style of the leadership skills are adopted and that that is becoming to be very, very important is there.

Furthermore, we have discussed those leadership skills much in detail in the earlier sessions and then have to be a productive, effective manager.

Because you know that is what type of leadership practices are required in a given situation. It is not enough to be knowledgeable about what you do. You must also be able to share your knowledge with the people you manage. So, many times, many supervisors feel that they should be the best and that they should not be known to others that is how they are the best.

However, that is not the right approach according to the literature; whenever we are talking about that, whenever people feel there is not enough knowledge, they must be able to share knowledge with the people on those who are managing. So, leadership style affects the employee's morale, productivity and retention and the good social binding that will ask the leader to continue with the organization.

Good communication skills help ensure that your staff members understand your instructions and that the expectations are there to develop the communication skills. Furthermore, the subordinates are often unclear about exactly what their bosses want. So, therefore, in that case, it becomes imperative that whatever the message is, there that will be having the excellent communication skills of the leader and naturally, in that case, he will have that particular instruction from the clear-cut instructions from the boss.

And then whatever the expectations are there, those expectations will be fulfilled by the subordinate are there and there, and the boss's expectation is also clearly mentioned to the subordinate.

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## 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.



<https://www.mindtools.com/pages/article/newlmt2/good-relationships.htm>



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The communication leadership in the workplace that empowers employees is there. Empowering employees involves giving employees autonomy and allowing them to make some decisions concerning their work, as explained by the leadership choice is there. So therefore, in that case, this empowerment. We have talked about leadership and empowerment, leadership and delegation, and therefore, in that case, this empowerment is giving the autonomy and allowing them to make some decisions.

Whatever the positions you see, there is an organizational structure, and in the organizational structure, every employee is responsible for certain acts. Moreover, in that case, that has to be explained by this by the leadership choices there. Recognize the achievements good leaders understand their employees are not only motivated by money but by recognition for their work. So, this should not be the perception that everybody is working for money only and money will motivate.


Furthermore, I will give them money, and I will motivate the person not necessary because many of them are working for the recognition for their work because they have made the contribution and contribution are well appreciated. So, therefore that is the motivation is there. So, praise employees at staff meetings and write them notes taking them for their efforts. So, always on the superior should appraise the employees and write to them thanking them for their efforts.

So, be a role model. So, the leader does not just tell employees what to do. So, leadership in the workplace means showing employees how it should be done through excellent role modelling. So, definitely in these, that supervisor is always a leader. Furthermore, that is how it is done through an exemplary role. I also want to be like my supervisor, and then we find that that mentor-mentee relationship is a style of this leadership.

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### 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 subordi-nates. They are equal to the number of subordinates supervised.



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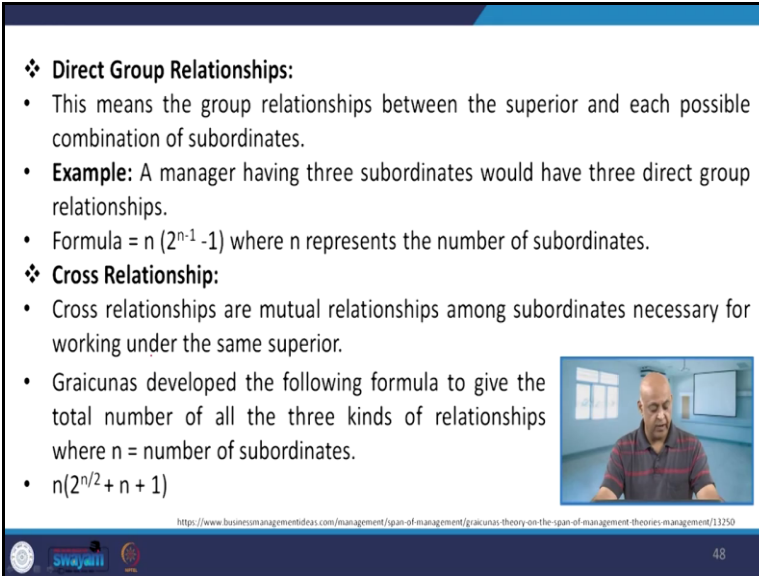
Moreover, that is becoming very important because these are the subordinates they want to be like their bosses. So, to build good work relationships, we can use steps to improve our relationships with our colleagues. Identifying your relationship needs is there. Do you know why you need the others, and do you know what they need from you? So, understanding these needs can be instrumental in building a better relationship.

Now you see every relationship each develops with the fulfilment of the needs because if there is no need, there will be no interaction; if there is no interaction, there will be no relationship. So, therefore to keep that particular relationship that first, we have to identify why there is a need for this relationship and when the needs are clear and mutually understandable, then definitely, in that case, that bonding will be the powerful bonding will be there because they understand what the other person wants from them.

So, here it is always this type of these needs those which are the instrument for the better relationships; focus on your emotional intelligence by developing your EI in you will become more adept at identifying and handling the emotion and needs of others. Now you see in emotions also there is a given take. So, if anybody is making you responsible for a particular position, then definitely that is the expectation that you will fulfil that position's duties and therefore you will be making the satisfaction to your boss.

So, therefore the fulfilment of that those duties is proper. So, that that is always that is emotional connect is there. Furthermore, whenever there is an emotional connector, that person will be responsible for this aspect. So, therefore this handling of the emotions and needs of the others will become part of how this relationship continues into the organization.

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❖ **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/11250>

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Now, mindful practice listening is there. So, with mindfulness, people respond better to those who listen and genuinely listen to what they have to say and therefore, the dimension of mindfulness which we have kept that understanding in our last part also. So, therefore that mindfulness will give you precisely what is the requirement of your subordinate. Schedule time to build a relationship. Is there a possibility you could ask a colleague out for a quick cup of coffee? These little interactions take time but let the groundwork for a strong relationship is there.

So, we usually talk about the tea club if there is a coffee club. Furthermore, this type of tea club and the coffee club is developing these relationships. So, when we develop this strong relationship, then definitely in the productivity as we have seen the employee satisfaction enhanced. Managing your boundaries, but you see that every coin is always at two sides.

So, therefore when you are developing a relationship, it should not be a hurdle to another person's privacy. So, make time but not too much. Sometimes a working relationship can impair productivity, especially when a friend or colleague begins to monopolize your time. So, therefore in that case when you are busy, and then you are not able to spend the time, and somebody is disturbing, you have to tell the person that is that this is the time for your work and then he should excuse you.

So therefore, in that case, managing your bondage is there. And then be positive; that is contagious, and people gravitate to those that make them feel good. So, therefore this type of these attitudes is there. So, then that attitude is the positive attitude is there. So, we can now develop this good relationship with a positive attitude at the workplace. So, every friend, from your boss to the intern, wants to feel that their work is appreciated, and therefore everybody wants the appreciation and genuinely compliments the people around you when they do something well.

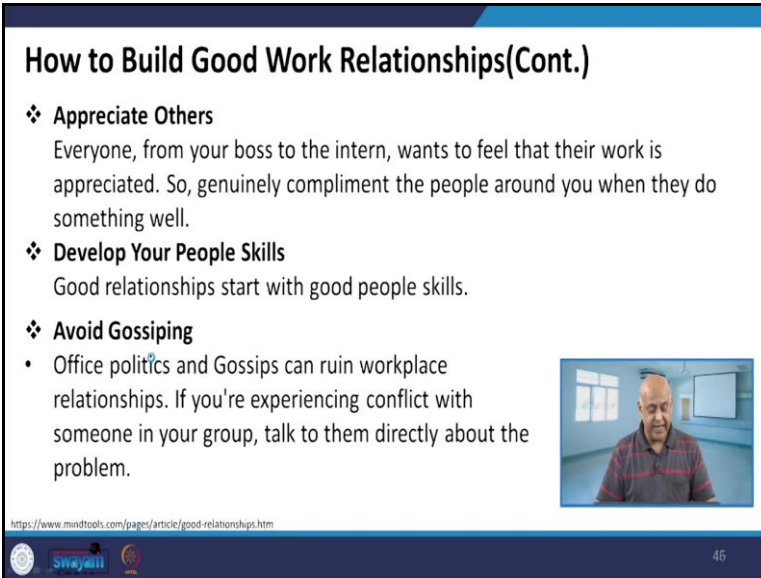
Furthermore, you see always whenever we have the admiration right. So, from a child also you can understand. So, when you admire a child, the child repeats the behaviour. So, there is a reinforcement of behaviour. So, therefore appreciation also having the reinforcement of behaviour, and there is a repeat repetitive behaviour will be there, and that is the psychology of the human being is there.

So, we should always appreciate the people for their excellent work. So, they will repeat that good work, and the develop your people skills. So, therefore indicate that a good relationship starts with good people skills and HR skills are there. Furthermore, what are these HR skills that are the interpersonal dynamics relationships in that is a trust respect friendliness. So, this will develop these skills people skills, which will develop a great relationship.

Now avoid gossiping; that is the office politics, and gossip can ruin the workplace relationship; if you are experiencing conflict with someone in your group, talk to them directly about the problem. Furthermore, I also personally feel that from my experience, it is the yes whenever there is a conflict, you should be able to resolve that particular conflict. So, you can directly talk to them about the particular problem.

Furthermore, when you talk to them about a particular problem, there will be a mutual discussion and based on the discussion, you will find out that some solutions are emerging. So, that is based on the little talks.

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**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.

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

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So, therefore in that case, if your talks are crossing the boundaries, then definitely that particular interaction will become a negating negative for you for your impression and productivity. So, please always avoid gossiping but have a positive interaction. V. A. Graicunas, a French management consultant, studied superior-subordinate relationships and developed a mathematical formula to analyze relationships.

So, he suggested that the number of the possible relationship increases with the number in the with the number of subordinates correct. So therefore, in that case, that is the that this possible

relationship always increases when you are increasing the number of subordinates. So, Graicunas has identified three kinds of superior-subordinate relationships in every organization.


Moreover, he talked about how whenever there are these specific kinds of relationships; there will affect the supervisor-subordinate relationship. So, first is, a single direct relationship is there easily recognized by the individuals who are his immediate subordinates; they are equal to the number of subordinates supervised. So, therefore in that case always, they will be the limited numbers that will be there with the boss and with those bosses with those particular employees, the boss will be able to interact.

Furthermore, always understand that an equal number of subordinates can be supervised. So, suppose we have this one superior and the five subordinates are there. So, all these five subordinates will be equal to the number of subordinates and five. So, therefore, in that case, the relationship will be direct will be there.

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### 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:
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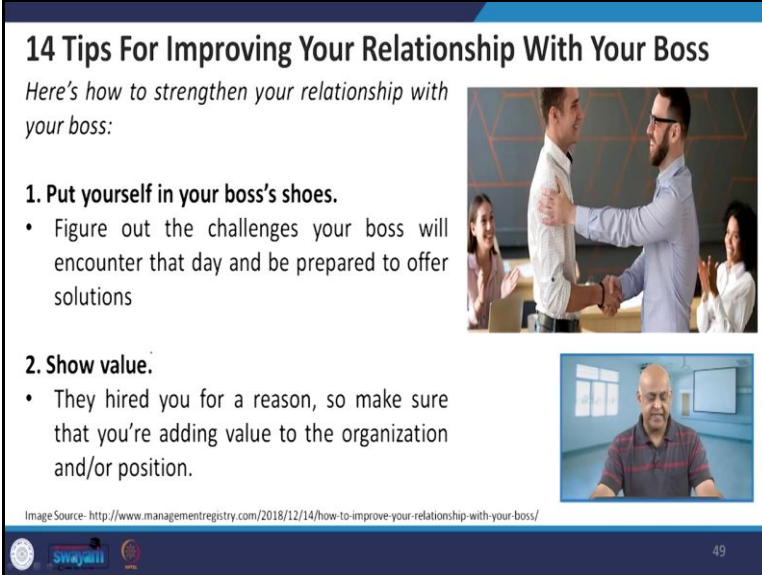
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So, that number also has to be restricted if the number is restricted, you find that the relationship is also working very well. Now direct group relationships are there. This means the group relationships between the superior and each possible combination of subordinates are there. So, for example, a manager having three subordinates would have three direct relationships. So, n represents the number of subordinates there.

So, whenever we are having this, the three subordinates. So, and therefore, in that case, we have to find out what type of relationship is there. So, mathematically also, you can find out that this particular formula that works for the identity identifying the relationship is there. So, cross relations are the mutual relationships among the subordinates necessary for working under the same superior.

So therefore, in that case, many times when there is an excellent mutual relationship then they with the under the same supervisor, there will be a good relationship among the followers. So, Graicunas has developed the following formula to give the total number of all the three kinds of relationships where  $n$  is equal to the number of subordinates. So,  $n$  equals two and  $x$  to power two, and  $n$  plus 1 is there.

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**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/>

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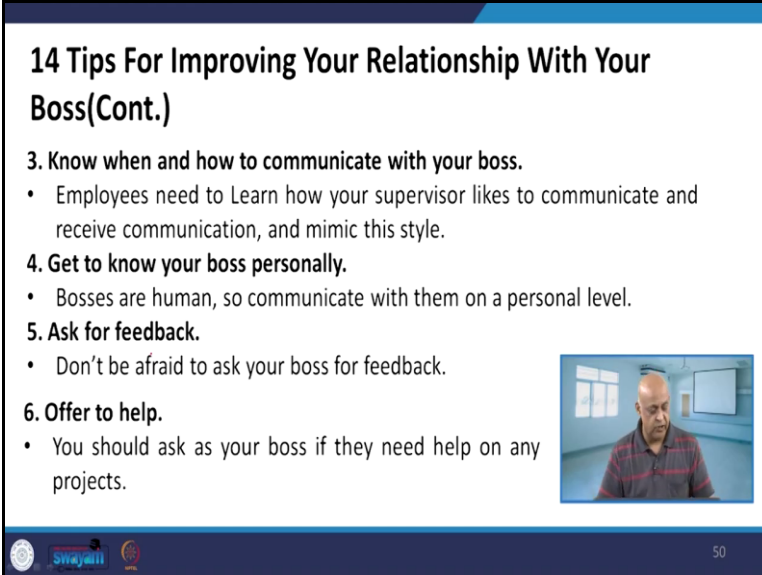
So, how we can develop our relationship with our bosses? So, here is how to strengthen your relationship with your bosses and put yourself in your boss's shoes. Now many times, you know expectations. So, expectations spoil the relationship, but when you have realistic expectations. So, how you will have the realistic expectation that whatever the challenges you are facing, your boss will encounter, be prepared to offer the solution is there.

Furthermore, in that case, even if there is a different type of relationship, they always the boss will be there to offer you the solutions. Furthermore, when the solutions are offered because the boss put himself, that is what your requirement is there. They will show the value that is they hired you for a reason. So, make sure that you add value to the organization under your position there. This is very, very important.

If you justify your position by your contribution and it is not because of just making the boss happy and doing no work, that will not be the condition that does not condition here. Here we are talking about it: those hard workers are committed to doing their jobs right. And then, therefore, they make sure that is then they are adding value to the organization and or their position is there.

So that their decision-making styles and the way they are working are supported. So, when they are they are supporting these, the organization also with their different colleagues are there to whom they support and then they also support the people e from the outside of the organization. So, therefore that you will be able to add value to the organizations.

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**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.

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So, knowing when and how to communicate with your boss and, therefore, when to commit and how to communicate is becoming very important. So, employees need to learn how their supervisor likes to communicate and receive communication that requires intense observation



later. Furthermore, once you understand your boss's personality and communication, you tune upright according to your boss's expectations and, therefore, that communication will build a better relationship.

Get to know your boss personally, and bosses are human. So, communicate with them on a personal level, and therefore, they will often share with you if there is any family problem or whatever their achievements are there what are their rewards are there. So, what are their gain and losses because they have developed personal and interpersonal relationships, right?

So, maybe they may share the professionally only in what type of the relationship they are having, but that will always help for a better relationship. Then ask for the feedback; do not be afraid to ask your boss for the feedback. So, whatever the work has been done, you always see what the feedback does? Feedback helps you to make things better. So, no one is perfect, but whenever we are getting feedback, we and then can improve our competency.

So, when we improve our competency, we will be based on the feedback, there will be better feedback, and we will be successful. Offer to help you should ask your boss if they need help on any projects are there and therefore in that case always you see that is the whatever the help that the boss needs right. So, you often see that he may not tell you that I need this particular help right.

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## 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.

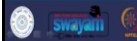
- it's better to never engage in gossip about your boss, nor anyone else for that matter.

### 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.



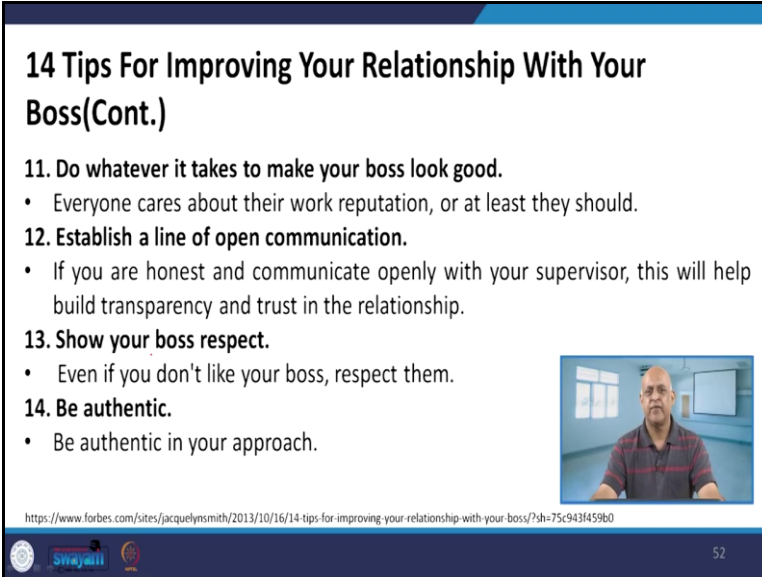
And then but if you identify that is that he requires a particular help, then you can provide particular help they keep your supervisor informed no ones like suppressor surprises. So, if you are experiencing challenges in your work, communicate those. So, therefore in that case, if you find something difficult, there are certain surprises in your work that were not expected, then definitely please communicate to your boss and keep your supervisor informed; stay above office politics and the gossip is there.

So, there is avoid the gossiping we have discussed this in the previous slides also that is it is very, very important that is we should be communicative but not gossiping we should be friendly but not friends. So, therefore it is better to never engage in gossip about your boss or anyone else for that matter is there. So, whatever the relationship may have, the boss fear or subordinates always avoid gossiping because the gossiping may create a negative perception.

So, under-promising over delivery is there that is the never do like this that is the put your best for food forward to exceed your boss expectation is there. So, therefore never say which is not possible to do that task or whatever the reasonable time is required that you have to mention that is this will require this much time. So, there is nothing like an over delivery is there and whatever you can deliver say that yes, I can. So, there will not be the under-delivery.

So, here that is they ask for the help and advice as we have talked earlier also that is whenever you find that is just a certain subject's matter is causing you trouble right. So, do not hesitate to ask, ask for this help. So, either your boss may help himself, or then he will ask the experts, and then those experts will help you do that particular task which you are facing the problem but do not forget to share.

**(Refer to Slide Time: 30:20)**



**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>

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Do whatever it takes to make your boss look good, and naturally, what is essential? Who is the Boss? The boss represents the organization. So, the organization will be happy, which means the boss will if the boss is happy. So therefore, in that case, everyone cares about their work reputation or at least they should. So, therefore do not worry it is whatever your boss is on looking for a particular help, then go ahead to provide him with their particular help. Establish a line of open communication.

So, if you are honest and communicate openly with your supervisor, this will help build transparency and trust in the relationship. Furthermore, as we are talking, trust is the fundamental dimension that needs to be developed into the interpersonal relationship. To build trust that is honesty and transparency are very important. When you have honesty and transparency, you will be able to build trust.


Show your boss respect and be authentic. Now, this is also very, very important there is be authentic in your approach; that is the yes, I know my job, and I can. So, therefore your boss will be also happy with your work.

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### 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 started 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.




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Now, this is the case study that will be talking about how these problems have been faced. And then how to develop making this particular personal problem and that is the becoming the ultimately the business problems are there and how to solve that.

**(Refer to Slide Time: 31:50)**

### 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.



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Furthermore, the research paper suggested that the superior-subordinate relationship and the climate of innovation on psychological empowerment are mediated. So, that will be discussed.


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**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.



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Then the exogenous variables under study were autonomy in openness, and then this was discussed with the astonishing number of this sample was there and as a result of which this interpersonal relationship that you can find out that is how that can be developed.

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**BOOK RECOMMENDATION**

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

**Authors:** [Debbie Morello](#)


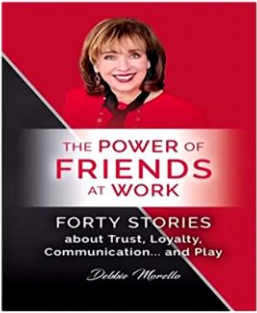
**Publisher:** Morello & Associates; 1st edition  
(23 October 2018)

**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)


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This is the book the power of friends at work, and this will be 40 stories about trust, loyalty and communication, which you may find very interesting.

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Furthermore, these are the references as usual for your particular study from this particular topic and the additional learning also, thank you.