

Workplace training course outline



Building constructive working relationships

Purpose of development

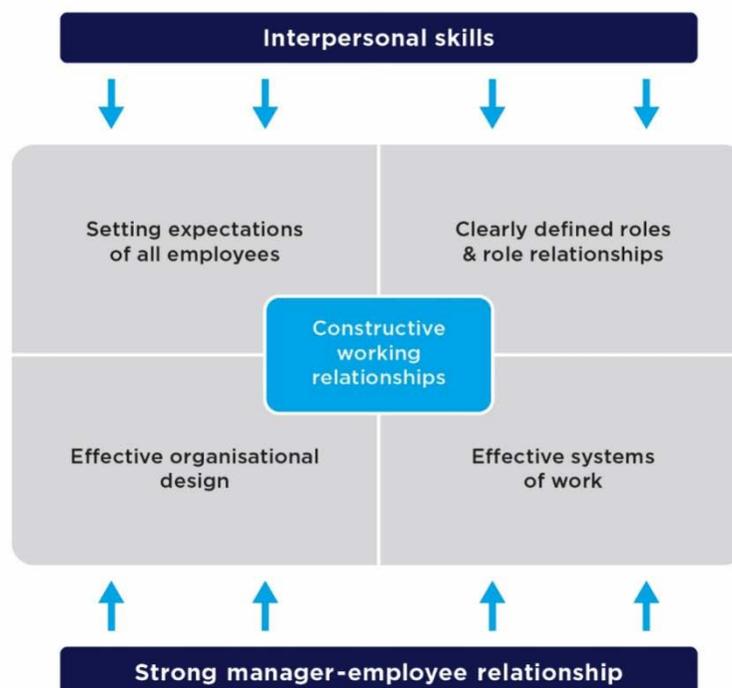
To provide managers with the knowledge and skills required to build constructive working relationships for themselves and their teams.

Learning outcomes

On completion of this workshop participants will be able to:

- ▶ Understand the organisational and manager impacts on working relationships
- ▶ Understand the conditions required for constructive working relationships
- ▶ Clearly articulate a model for constructive working relationships
- ▶ Set the requirements for their team to work together
- ▶ Create the work environment that enables constructive working relationships
- ▶ Enable team members to work across departments or functions with clear accountabilities and authorities

Model for constructive working relationships



Content

1. The working organisation

Managers work in the context of a working organisation. The aim of this section is to provide an understanding of the managers work environment and The Leadership Framework as a platform to support their work.

- ▶ What is a working organisation?
- ▶ What is The Leadership Framework?
- ▶ Beliefs about people at work
- ▶ The manager-employee relationship
- ▶ Trust and fairness

2. The role of the manager

To be effective managers must understand their role. The aim of this section is to define the role, accountabilities and authorities of managers.

- ▶ Manager role
- ▶ Manager accountabilities
- ▶ Manager authorities

3. Setting conditions for constructive working relationships

To build constructive working relationships requires the creation of the right working environment. This goes beyond the use of good interpersonal skills. The aim of this section is to introduce a model for building constructive working relationships.

- ▶ Model for building constructive working relationships

4. Setting expectations of all employees

Work is an environment where social interactions are required to achieve business outcomes. A clear understanding of the 'social norms' and the 'rules of engagement' are essential. The aim of this section is to define how all employees are expected to work together.

- ▶ Expectations of all employees
- ▶ Role of the manager
- ▶ Working with peer managers
- ▶ Working with your manager

5. Effective organisation structure

An organisation's structure provide the shared understanding of the working relationships that exist between people whose work must be aligned and integrated to deliver the organisation's products and services. The aim of this section is to understand the impacts of organisational design on working relationships.

- ▶ Designing the organisation
- ▶ The horizontal structure
- ▶ Aligning corporate functions
- ▶ The vertical structure and levels of work
- ▶ Accountabilities for organisational design

6. Clearly defining roles and role relationships

Organisations have different types of roles that are required to work together. The aim of this section is to identify the different types of roles in an organisation and to define their role relationships.

- ▶ Types of roles in organisations
- ▶ Accountabilities and authorities of specialist functions
- ▶ Creating specialist roles in your team
- ▶ Working with specialist roles from other teams

7. Effective systems of work

Systems of work impact the day to day work of all employees. Roles (people) require effective systems of work - policies, procedures, forms and information and communication technologies - to enable them to work together productively and constructively. The aim of this section is to provide an understanding of the impacts of systems of work and to outline the design principles for productive and authorised system of work.

- ▶ What is an authorised and productive system of work
- ▶ Systems and culture
- ▶ Designing and maintaining effective systems of work
- ▶ People management systems (optional)
- ▶ Role of the manager
- ▶ Role of all employees

8. Building trust and a strong manager-employee relationship

To get work done managers must build a strong, two-way, trusting, working relationship with each team member. The focus of this session is on how to build trust and fairness.

- ▶ Organisational trust
- ▶ The six conditions for managerial trust
- ▶ Leadership behaviours

9. Interpersonal skills for managers

The use of good interpersonal skills (by everybody) provides the 'social glue' to enable people to work together constructively and effectively. This section defines the interpersonal skills required people managers and provides guidance for addressing people management issues.

- ▶ Interpersonal skills required by managers
- ▶ General principles requirements for constructive working relationships
- ▶ Addressing unacceptable performance
- ▶ Taking corrective action
- ▶ Handling a complaint
- ▶ Introducing change
- ▶ Recognising good work
- ▶ Addressing conflict

10. Getting started

The purpose of this session is to prioritise actions for implementation and improvement.

- ▶ Identify priorities and actions
- ▶ Continued learning and self-development