



# Building Effective Manager-Subordinate Relationships

Winthrop Staff Development Conference

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# Agenda

Defining a “relationship”

Relationship Development

Understanding Managers and  
Subordinates

Group Discussion

Questions



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Why are work  
relationships important?

# Defining Relationships

***Relationship, noun***

The way in which two or more people talk to, behave toward, and deal with one another.



# How Relationships Form

- Initial Interaction
- Awareness
- Growth/Decline
- Equilibrium/Maintenance
- Separation/Redefinition

# What Subordinates Want

**Affect**

**Contribution**

**Loyalty**

**Respect**

*Subordinates desire social support*

# What Managers Want

**Candor**

**Competence**

**Shared Goals**

*Manager's desire technical/work support*

# Relationship Inputs and Outcomes

Reciprocity

Trust

Interdependence

Relational Skills

Commitment

Job Satisfaction

Performance

Fairness

Creativity

Problem Solving



# Building Effective Relationships

- Understand where you currently are in your relationship development.
- Understand that each party desires something different from the relationship.
- Be cognizant of what you are providing to the other person, and what they are providing you.
- Be honest when you are not receiving what you need.



# Break Out Groups

In small groups, discuss which of the relationship components is most important to you as a *subordinate* and which is most important to you as a *manager*.



# Setting Goals



- Write three goal statements that are actionable, measurable, and time specific.
  - “I will try to think about my relationships in a different way.
  - “I will focus on making sure that I am providing what is needed by the other party”



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Questions?