

# How To Create And Maintain Positive Workplace Relationships

Alexander Kjerulf



# Topics

The business benefits of workplace relationships

How to create and maintain them

How relations at work go bad

Great examples from some of the world's happiest workplaces



**ASK**  
me anything  
in the comments

Why  
does  
this  
matter





# Results Relationships

# Should Leaders Focus on Results, or on People?

by Matthew Lieberman

December 27, 2013

A lot of ink has been spilled on people's opinions of what makes for a great leader. As a scientist, I like to turn to the data. In 2009, James Zenger published a fascinating survey of 60,000 employees to identify how different characteristics of a leader combine to affect employee perceptions of whether the boss is a "great" leader or not. Two of the characteristics that Zenger examined were *results focus* and *social skills*. Results focus combines strong analytical skills with an intense motivation to move forward and solve problems. But if a leader was seen as being very strong on results focus, the chance of that leader being seen as a great leader was only 14%. Social skills combine attributes like communication and empathy. If a leader was strong on social skills, he or she was seen as a great leader even less of the time — a paltry 12%.

[hbr.org/2013/12/should-leaders-focus-on-results-or-on-people](http://hbr.org/2013/12/should-leaders-focus-on-results-or-on-people)



# Anti relationship bias

“I’m not here to make friends.”

“It’s cold at the top.”

“It’s a dog eat dog world.”

“Work is about getting ahead.”



"If you want to understand how one organization can change the competitive rules of the game for an entire industry, read this book."  
—James L. Heskett, Haskett Foundation Professor, Harvard Business School  
and Coauthor of The Value-Proposition Chain

# The Southwest Airlines WAY

Using the Power of Relationships to Achieve High Performance

JODY HOFFER GITTELL



# Benefits of positive workplace relationships

Higher trust

More helping behavior

Better communication

Higher resilience

Less stress

Higher discretionary effort

Less conflict

“A blueprint for improving healthcare quality  
while reducing costs—just what the doctor ordered.”

—Thomas A. Kochan, Professor, MIT Sloan School of Management

# HIGH PERFORMANCE HEALTHCARE

Using the Power  
of Relationships  
to Achieve Quality,  
Efficiency and Resilience

**JODY HOFFER GITTELL**

Award-winning author of *The Southwest Airlines Way*



# Types of workplace relationships

Between coworkers in teams

Between managers and employees

Across teams

Parasocial relationships to upper management

A man in a white shirt and tie is pointing directly at the camera with a stern expression. The background is a solid grey color.

# How relationships go bad at work

Constant busyness

If only results are valued

Negative focus

Jerks (especially in management)

10 ways to create and  
maintain **positive**  
relationships at work



Parties/events are fine  
but it is much more  
important to build  
relationships every  
day at work.

Tip #1  
Say “good morning”



# Tip #2

## Take breaks together



# Tip #3

## Random acts of workplace kindness





# Tip #4

## Internal groups for shared passions



# Tip #5

## Positive feedback



## Tip #6

Have a no-jerks policy



# Tip #7

## Top leaders meet with employees



# Parasocial relationships

# Tip #8

## CEO newsletter or videos



Tip #9

Use conflict to  
strengthen  
relationships



# Tip #10

Celebrate people who  
build relationships







# Results Relationships



*Source: Max Planck Institute for Evolutionary Anthropology*

# More information



[woohooinc.com](http://woohooinc.com) / [positivesharing.com](http://positivesharing.com)



[linkedin.com/in/chiefhappinessofficer/](https://www.linkedin.com/in/chiefhappinessofficer/)



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# Thanks

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