# Effective Workplace Relationships

## Overview

It is of great value to be an effective communicator in the workplace. You will spend a significant amount of time spent in the workplace. Your work colleagues, team members, supervisors and managers play a crucial role in the quality of daily work and influence the experience of the outlook of the workplace. Essentially, the relationships with co-workers have a significant impact on the experience of employees, in the ability to succeed professionally, as well as emotional well-being.

It is in the best interest for each staff member to create healthy and effective relationships with co-workers. It is not always a straightforward task as the workplace can bring a mixed bag of people that have different values, cultures, expectations, age ranges, and personalities- creating several sources of conflict. Disagreements and tensions arise when individuals are unaware of suitable strategies to help deal with others effectively.

Our Centre seek individuals to be part of our workforce that have strong skills in forming relationships, communicating and working effectively as part of a team. These individuals understand the importance of these abilities and that they are key to the success of the workplace. The practice and development of these skills can significantly improve work-life for all staff members.

What are methods that you can implement to build healthy relationships with your work colleagues?

**Respect**

Respect is one of the most simple and effective methods to establish effective relationships. It is imperative to treat everyone with the same courtesy that you would expect to be offered to you.

**Communication**

Always ensure that communication with others is honest and professional. Opinions and concerns should be conveyed while listening to other points of view. A 'know-it-all' attitude is rarely appreciated, never interrupt people in conversations or meeting and do not put others down. Initiative is essential; however, it must involve including others and receiving support. It is important to remember that listening and speaking are both equally as important in effective communication.

**Be a ‘Giver'**

Always be ready and willing to help colleagues. It is most appreciated, and the help is likely to be reciprocated. By remembering the needs of others and providing assistance, you can build successful relationships.

**Avoid Cliques**

By hanging solely with one group (e.g. workmates in your area, those on the same classification level, own age group, or any other particular interest group) will be perceived as excluding others. The practice of branching out and including others is effective and will prevent alienating others.

**Gain Trust**

Gaining trust is easily achieved by continuously fulfilling the responsibilities assigned to you and delivering your assigned tasks on time. Your work output affects others in the workplace, and if unforeseen circumstances prevent completing a task on time, ensure you communicate this immediately and provide the supporting reasons.

**Give Credit**

Provide credit for co-workers for their efforts and pay tribute when it is due; this generates respect with colleagues. Constantly speaking highly of others does not go unnoticed. Do not forget the importance of saying ‘thank you’. Simple words and actions can drastically help in building strong, positive relationships.

There are countless benefits to investing time in the development of healthy relationships in the workplace. Valuable relationships assist in developing a positive workplace that helps to empower staff members and assist in dealing with potentially stressful situations.

## Individual responsibilities and duties within a team

As an employee of the Centre you are expected to complete your assigned activities in a manner that promotes cooperation and effective relationships across our workforce.

It is essential our staff need to understand and identify their roles and responsibilities in the group. We expect that all employees will behave in a manner that promotes cooperation and effective relationships.

To ensure success in the tourism industry, an individual requires certain qualities, accreditations and skills that employers are continuously seeking, and customers expect. Below are the key skills and characteristics that are desired in those people who wish to work in Tourism.

### Commitment

In the tourism industry, commitment means ensuring customer satisfaction. It requires the individual to do whatever it takes to make sure that the client is happy and encourages them to return to that business.

The other type of commitment that can be displayed by an employee is to be thorough in their work. Our good employees realise that any customer dissatisfaction may lead to reduced business, however putting extra effort into ensuring the client is satisfied may result in repeat business and a positive perception of the Centre.

### Interpersonal Skills

Interpersonal skills in the tourism industry are invaluable. Tourism is based on personal interactions and exceptional customer service. There is a direct correlation between taking an extra step, exceptional customer service and people’s success in the tourism industry. Interpersonal skills involve effective communication and the creation of positive relationships with clients, guests, vendors and other employees.

### Problem-solving

Being able to create productive solutions to problems or challenges that arise is essential in our staff. Staff are encouraged to create innovative and practical solutions, which can be attained by showing independence and initiative in identifying and solving problems. Some examples that problem-solving skills may be used include resolving customer or operational issues, avoiding deadline issues by effectively planning day-to-day operations and making use of policies and procedures to guide effective solutions.

### Teamwork

Members of a team must be able to work productively within the team. These members value the contributions of each team member and contribute significantly to the overall success of the business. Key attributes involve being able to work effectively as part of a team, taking instruction from others, understanding their role, providing support to other team members, respecting the cultural diversity of other team members and seeking assistance to ensure customer satisfaction.

### Being organised

This involves staying on top of the multitude of tasks that staff members face daily. It is important to be organised and multitask seamlessly. Job roles in the hospital industry often require staff to manage multiple tasks and responsibilities simultaneously. Employers seek staff that can work in a fast-paced work environment, with a varied workload and remaining satisfied.

### Flexibility

Staff members in the tourism industry will often work unusual and long hours, and they are required to handle unexpected situations. Adaptability is invaluable, and versatility makes for a valuable staff member. Also having a broad skill set is a significant advantage for our staff members; you are encouraged to continue your learning and building new knowledge and skills that will help you in your work.

## Time and resource constraints

"Constraints" in tourism management refers to factors that may limit a manager or employee's options. Effective management in the tourism industry requires a thorough understanding of time and resource constraints. Managers must be able to analyse the resources that are available before determining time restraints for various tasks. The success of planning and management requires managers thoroughly assisting both types of constraints and compromising when necessary.

There are two categories of constraints for the types of limits that are placed on the business: **deadlines** and **resource limitations**.

"Time-constraints" are those that are the overall deadline of a task. "Resource-constraints" are those that are more controllable elements, such as staffing, materials, and access to the required equipment. For example, the limited access to a resource may not make it possible to meet a project or task deadline, or an unreasonable deadline may take a toll on the resources beyond the point of profitability.

Cost-effectiveness is highly dependent on balancing time and resource constraints. For example, the hiring of extra personnel may help to meet a difficult deadline; however, if the cost of hiring those people may not be effective in meeting time constraints. Furthermore, if the tasks must be performed in a certain sequence, then the additional staff may be underutilized. Therefore, understanding time and resource constraints can assist in managing project bids and resource scheduling for projects more effectively.

Various tasks in the tourism industry come with a strict deadline. Those who have completed tax will be aware that failing to meet deadlines can incur strict penalties. Projects with a tight deadline will often require specific budget allocations to meet deadlines. Effective management requires an understanding of what will benefit the project best. For example, adding personnel will only benefit the task if the Centre has sufficient equipment for those additional personnel to use. On the other hand, the hiring of additional equipment will only benefit the Centre if there are enough staff to use the equipment.

Successfully completing tasks that are affected by resource constraints requires effective problem-solving skills. A creative manager can shift the resources and ensure that budget constraints can be adhered to by avoiding the rescheduling of deadlines. In some circumstances, constraints may mean that a task is unable to be completed or needs to be postponed. An effective manager may decide to purchase cheaper supplies, in favour of hiring additional staff.

Every customer expects high quality service. This can be a complex issue as there are several variables involved. There may be a differences in cultural background, age, health and fitness levels of customers. Customers may also have varied interests and perceptions of what quality service is. From the viewpoint of staff, service may be limited by constraints such as policies, procedures, staffing levels, systems, facilities and equipment.

The manager must juggle these factors and provide an exceptional example for staff by developing workable systems and procedures, as well as delivering exceptional customer service while meeting budget constraints determined by senior management. This can be a difficult task; however careful planning can assist in ensuring that high quality customer service is carried out effectively and that there are minimal complaints. A more significant challenge for managers and staff is the personal dimension of customer service. Providing an exceptional and memorable experience for customers involves sufficient knowledge of the organisational products and services, then making use of this knowledge to promote and sell these to customers.

## Using constructive feedback

One of the primary responsibilities of a team leader or manager is to provide feedback that support the learning and development of staff. Providing this feedback on an ongoing basis is just as important, rather than when the employee's annual performance review occurs. Constructive feedback is equally as important when there are requirements to make improvements on mistakes and shortcomings while avoiding negative feelings.

One way to encourage, acknowledge, act on constructive feedback and overcome some of the barriers of giving valuable feedback is to apply the S A I D model (Standard, Action, Impact, Development).

### Standard

When providing feedback, particularly when it is on poor performance, it is beneficial to have an in-depth understanding of what it is being benchmarked against. If an individual is unaware of what is expected from them, they can easily get defensive. Therefore, it is important to determine the expected standards and communicate them. They may not always need to be referred to, however, be mindful of them when the feedback is given.

### Action

What is the action that was performed by the staff member? Focus on the actual action, rather than your interpretation of it. It will assist in providing feedback on what was observed or heard, rather than the staff members intentions, personality or character. Ensure to limit the number of actions that are commented on; it is more beneficial to focus on one individual action that the member can evaluate and focus on improving, rather than several that can dilute and demotivate them. Refer to the standard to identify where they have exceeded or fallen short of.

### Impact

What was the impact of their action? This may be positive or negative on the result, or the specific process. For example, the effort that it took to achieve the result or the impact on others, etc. When providing positive feedback, it is easy to say, "well done, that was a good job" and failing to mention why it was good or the difference that it made during that specific time.

### Development

How can staff build on this for the future? It is important to keep in mind that the reason that feedback is provided is to enhance performance and provide motivation. The final stage is to determine what will happen next. For example, what to develop to correct a mistake or perfect a process. Emphasize what is missing rather than what is wrong and build on strengths and positives as it is more likely to encourage enthusiasm. Use open ended questions, asking the individual on what they believe they can develop and build on. This helps to gain a suggestion that could be beneficial.

The following list outlines three situations where providing feedback in the workplace has benefits for the employee, the supervisor and our Centre:

1. When it is going well – communicate feedback and praise.
2. Mixed performance – provide feedback combined with a positive and corrective action.
3. When nothing is going well – provide feedback in order to address under-performance.

Using the SAID (Standard, Action, Impact, Development) model helps all staff to clearly identify what the issue being talked about is, encourages the participants in that discussion to put forward their own ideas, and finally sets the scene to avoid the issue in future endeavours. . This model ensures that participants are treated with respect, maintain some of their dignity, and promotes long term change in the future work tasks.