

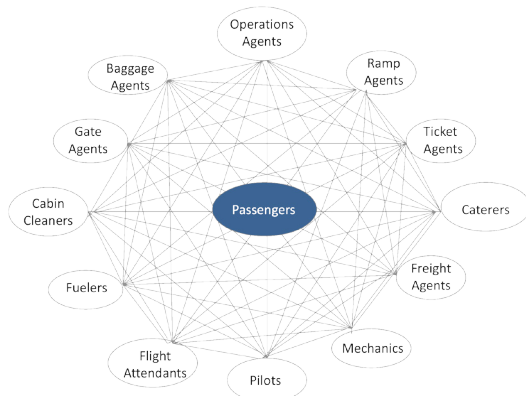
If you want a high performance organization, you should focus on creating strong and positive relationships. Here is why...

THE HAWTHORN STUDIES

People were studied in three different settings. One in which work conditions were improved. One in which they were worsened and a control group that did not know, they were being studied. The first two groups increased their performance. The last group did not. Conclusion: people increase their performance, when others give them attention.

WHAT IS RELATIONAL CAPACITY?

Relational capacity is defined as “the ability of the stakeholders to work together to give the passengers, the clients or the patients the best possible solutions”.



RELATIONAL CAPACITY LEADS TO ORGANIZATIONAL EFFECTIVENESS

Relational capacity leads to higher productivity, higher quality, higher client and customer satisfaction, higher change capacity, increased innovative abilities and less stress and burnout. We measure relational

“Control is good but trust is cheaper”
- Gert Tinggaard Svendsen

capacity on a scale from 1-5. Increasing it by just one point has a huge impact in productivity.

RESPECT BUILDS RELATIONAL CAPACITY

Leaders and employees need to respect each other all around. If just one stakeholder loses respect, it affects the relational capacity of the entire organization.

TRUST BUILDS RELATIONAL CAPACITY

If the employees trust their leaders they will do their best to live up to their intentions. If not they will be cynical and take care of their own interests.

HOW TO BUILD AND BREAK TRUST AND RESPECT

Denmark is importing systems like leadership pipeline and performance management. This makes us look at the system and not the person across the desk. Thereby we lose our curiosity, which is precisely what generates trust, respect and relational capacity. It makes us waste time on unproductive discussions:

Poor relationships -> discussions about trust

Good relationships -> discussions about the task

INVOLVE THE EMPLOYEES!

Involving employees gives them the experience of being seen by top management. This attention helps increase involvement and engagement because it builds trust and respect.

What relationship are you the most dependent upon in solving your tasks?

What can you do to improve it?

Where are the biggest relational challenges in your organization?

BOOK (Danish)

Strategisk relationel ledelse by Carsten Hornstrup, Thomas Johansen (2013). Published by Dansk Psykologisk Forlag. Link: <http://dpf.dk/produkt/bog/strategisk-relationel-ledelse>

BOOK (English)

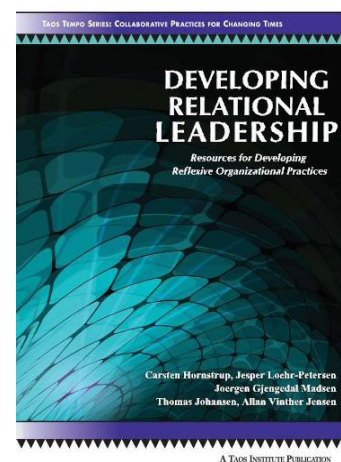
Developing Relational Leadership: Resources for Developing Reflexive Organizational Practices (2012) by Jesper Loehr-Petersen, Joergen Gjengedal Madsen & Carsten Hornstrup. Published by Taos Institute Publications.

ARTICLE (Danish)

Mål jeres relationelle koordinering by Charlotte Koch Hess, Magnus Bryde and Tom Bjerregaard (2017). Published by Lederweb. Link: [http://www.lederweb.dk/strategi/organisationsudvikling/artikel/144349/maal-jeres-relationelle-koordinering?](http://www.lederweb.dk/strategi/organisationsudvikling/artikel/144349/maal-jeres-relationelle-koordinering?utm_campaign=unspecified&utm_content=unspecified&utm_medium=email&utm_source=apsis-anp-3)
[utm_campaign=unspecified&utm_content=unspecified&utm_medium=email&utm_source=apsis-anp-3](http://www.lederweb.dk/strategi/organisationsudvikling/artikel/144349/maal-jeres-relationelle-koordinering?utm_campaign=unspecified&utm_content=unspecified&utm_medium=email&utm_source=apsis-anp-3)

ARTICLES AND BOOK TITLES (Danish)

Publications by Carsten Hornstrup and colleagues at Joint Action: <http://joint-action.dk/viden#article-popup-132>



OPLÆGSHOLDER

Carsten Hornstrup