Management of Expectations-
Effective Communication

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3 Common Drivers of Employee Dissatisfaction and Perception of Unfair Treatment

- Absence of appreciation for work performed
- Lack of empathy regarding personal issues
- Failure of management to share information
In other words, the level of employee satisfaction and fair treatment directly correlates to the effectiveness of . . .

Management Communication
How Effective Managerial Communications Impacts The Workplace

1. **Promotes** Equal Employment Opportunity and minimizes discrimination claims.

2. **Enhances** employee morale, teambuilding and retention.

3. **Minimizes** the necessity of union and other 3rd party intervention.

4. **Prevents** a hostile environment.

5. **Reduces** the risks of workplace aggression.
EFFECTIVE COMMUNICATION

More Than Just Talking

Think of someone you know who is a really good communicator. What are some of the things that person does that makes him/her a good communicator?
Traits Of An Effective and Fair Manager

- Is available and approachable
- Understands policies/procedures before trying to explain or interpret them
- Is accurate and specific when explaining procedures, policies, assignments, etc.
- Asks questions and encourages employees to ask questions, provide input and be involved
Traits Of An Effective Manager

- Listens patiently
- Keeps employees well informed and involved
- Provides regular feedback regarding performance, both positive and negative
- Rewards initiative and gives credit where credit is due
- Shows appreciation for employees’ efforts
Traits Of An Effective Manager

- Is honest with employees
- Stays calm and professional
- Communicates change thoroughly and in advance
- Takes responsibility for and supports the decisions of management
Traits Of An Effective Manager

- Resolves complaints, questions and problems promptly
- **Knows** employees – their interests, motivations, needs, ambitions and problems
- Treats employees with **dignity and respect**
- Encourages **teamwork**

- Keeps upper management informed of employee attitudes, needs and problems
Communication Defined

The ability to effectively transfer information and thought between two or more parties.
Effective Communication

Information transfer vs. Thought transfer

Make the words come out of their mouth!
APPEARANCES ARE IMPORTANT
SUBJECTIVE AND UNCERTAIN
Communication

Forms of Communication

- PACS
- Writing
- Nonverbal
- Active Listening
- Effective Feedback
How Do You Know You Heard A Message

- **Paraphrase** what you heard
- **Ask** questions to clarify information
- **Confirm** what you heard
- **State** nonverbal signals
Forms of Communication

- Keep it simple
- Clear
- To the point
- Check spelling and grammar
Forms of Communication

In Electronic Form:

- Clearly summarize the content of your message in the subject line.
- Use the CC (Cyber Copy) function to send your message to the appropriate individuals (Be Careful!)
- Think before sending messages to whole working groups (ex. OPS all)
- Keep your messages short and focused.
- Avoid using all capital letters.
Forms of Communication

60% of communication and what we say comes from nonverbal communication.

- Clothing
- Gestures
- Expression
- Head movement
- Eye contact
- Volume
Forms of Communication

Can Tone Affect Meaning?

“Bob, could you come into the office? I’d like to talk to you.”
Forms of Communication

Rate of speech and hearing:

• Capacity to hear
  • average 500 words per minute.

• Normal Conversation
  • speak average 250 words per minute.

• Formal Conversation
  • speak average 150 words per minute.
Forms of Communication

So why do we retain only 25% of what we hear?
Effective Feedback

1-way communication

Sender

2-way communication through the **use of feedback**

Sender

Receiver
Effective Feedback

- Convey your intent
- Describe specifics
- State the impact
- Ask them to respond
- Jointly talk about what to do next

The longer you wait to give feedback, the less effective it will be. Responding immediately to a situation conveys that it is important.
Obstacles to Effective Communication

- Assumptions

- Fears
  - Reluctance to confront
  - Ridicule, rejection, fear of being wrong

- Authority relationships (role confusion)
### Communication Rights and Responsibilities

<table>
<thead>
<tr>
<th>Rights</th>
<th>Responsibilities</th>
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<tbody>
<tr>
<td>You have the right to be treated with <strong>respect</strong></td>
<td>You have the responsibility to treat others with <strong>respect</strong></td>
</tr>
<tr>
<td>You have the right to have and express you own <strong>opinions</strong></td>
<td>You have the responsibility to listen to the <strong>opinions</strong> of others</td>
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<tr>
<td>You have the right to ask for what you need and want in order to be <strong>effective</strong></td>
<td>You have the responsibility to acknowledge and address the <strong>needs</strong> of others</td>
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<tr>
<td>You have the right to set <strong>reasonable limits</strong></td>
<td>You have the responsibility to respect the limits and boundaries of others</td>
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Personal Payoffs from Effective Communication

- A more professional image
- Improved self-confidence
- Improved relationships
- Less stress
- Greater acceptance of supervisor and others
- Avoid perception of discrimination
From A Professional Standpoint

- Your supervisors will be working in a fair, discrimination-free and harassment-free environment

- Your employees will be better informed, better motivated and more efficient

- Your departments will run better

- You and your supervisors will have more time to think about solutions to the challenges that face you (rather than always putting out fires)
OUR COMMITMENTS

- What does your workforce legitimately want, need, expect?
TEN TENENTS OF EFFECTIVE SUPERVISION

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2. Document Key Events Accurately, Timely And Thoughtfully.
3. Do Not Pass The Buck.
TEN TENENTS OF EFFECTIVE SUPERVISION

4. Do Not “Pass On” Or Placate Problem Employees.
TEN TENENTS OF EFFECTIVE SUPERVISION

5.
Do Not Create False Or Unreasonable Expectations.
6. Be Truthful and Accurate When Communicating To Employees About Their Job Performance.
TEN TENENTS OF EFFECTIVE SUPERVISION

7. Do Not Set An Employee Up For Failure.
TEN TENENTS OF EFFECTIVE SUPERVISION

8.
Be Mindful Of What Must, And What Cannot, Be Kept Confidential.
9.

Supervisors Must Seek Help From and Partner with Human Resources
10. Demand and Participate in Management Education.
THE COMPANY’S EMPLOYEE RELATIONS COMMITMENT

• Respect and appreciate “human” resources.

• Be a ”pro-people” employer.

• Be “pro-communication.”

• Deal with employees’ concerns honestly and efficiently.

• Encourage employees to bring problems to our attention.

• Create an environment where our employees understand that they are accountable for performing their jobs and, in turn, the Company and supervisors are accountable to address our employees legitimate needs and concerns.
EFFECTIVE SUPERVISION

Don’t say:

“If you don’t like it...”
EFFECTIVE SUPERVISION

YOU’RE FIRED!
EFFECTIVE SUPERVISION

DO WE EVEN REMEMBER THIS GUY?
Management Tools

- Performance Monitoring
  - Day-to-Day General Feedback
- Performance Evaluations
  - Cumulative Review
- Progressive Discipline
  - Day-to-Day Response to Problems and Deficiencies
The Key to Effective Feedback:

CONTINUOUS

PERFORMANCE

MONITORING
Performance Monitoring/Feedback Guidelines

THE KEY: