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# Communicating for Results

by

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**T**o build trust and effective working relationships with employees and others in the organization, it is important for you as a manager to be seen as someone who is committed to sharing information with others and who goes beyond communicating only what is necessary. In order to develop an organizational climate in which you and your employees are open with information, consider:

**Interacting with people openly and directly:** Direct and open communication with others fosters trust, enhances the flow of information and builds stronger relationships. You may achieve this type of communication by letting people know in a timely way about information that affects them, responding promptly to questions and concerns, and by conveying positive and constructive feedback.

**Providing others with access to information:** Employees need to have up-to-date information about what is happening in their area of responsibility and in the organization in general in order to manage their own work effectively. Encourage employees to identify the help they need to complete assignments and projects. By giving them access to appropriate information, to other people in the organization and to outside resources, you can pave the way for effective interactions and high productivity.

**Conveying necessary information to others:** The flow of information in an organization is its life force; to maintain and improve the vitality of the organization, information must freely flow upward, laterally and downward. You may facilitate this information flow by communicating to your manager, your manager's peers, your peers and your employees regarding status and progress reports as well as organizational problems, concerns and changes.

**Keeping people up to date with information:** A lack of needed or helpful information can cause employees anxiety. Develop a reputation for "no surprises" by keeping them apprised of work-related developments, thereby minimizing the time they spend trying to find information for themselves.

**Encouraging employees to share information:** If employees rely solely on you to obtain the information they need to function effectively, you are likely to feel added pressure, and they will probably receive inadequate amounts of accurate information. You may foster a climate that encourages the exchange of ideas, constructive criticism, the latest department news and open access to necessary information by designing staff meetings so that you are not the sole disseminator of information. If you actively involve employees and others in giving updates on departmental news and sharing relevant information, you will encourage appropriate information sharing practices.

**Remember:** The more time and attention you commit to developing and maintaining clear, consistent communication and respectful, productive relationships with your employees and others, the more successful you will be at generating motivation, commitment and support.