

Communicating for Results

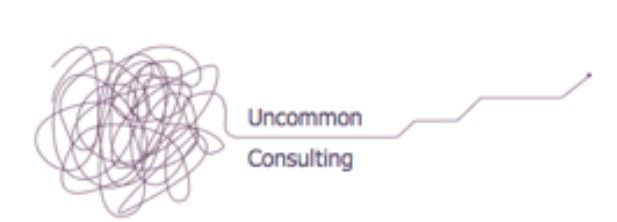
Effective Communication is ensuring that all employees have the information and resources they need to:

- do their job well
- feel informed about the association’s direction, decisions and activities
- contribute ideas and suggestions that support association goals

Why it’s important:

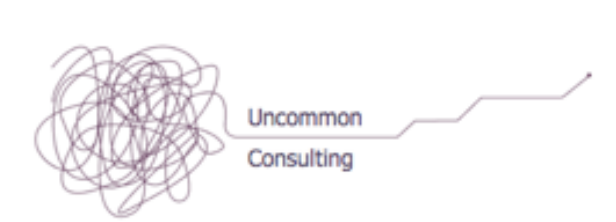
Effective communication promotes shared goals within and across teams; establishes clear roles and responsibilities; helps to streamline processes and supports a culture of trust, respect, engagement and contribution.

Effective Communication Results:	Ineffective Communication Results:
Higher productivity and efficiency	Workarounds and misalignment
Happier employees	Employee dissatisfaction
Fewer conflicts	Siloed departments
A “how can I contribute?” culture	A “what’s in it for me?” culture



How to Communicate for Results

1. Consider **WHAT** you need to communicate.
 - a. Direction from the Board/CEO/Executive Team
 - b. Organization-wide expectations, objectives and activities
 - c. Department expectations, goals and metrics
 - d.
2. Consider **WHO** needs to know
 - a. Employees and Teams
 - b. Colleagues who interface with your department
 - c. ...
3. Consider **HOW OFTEN** the information is needed or updated
 - a. Quarterly meetings - Information provided from the Board/CEO/Executive Team and about organization-wide initiatives
 - b. Periodic leadership/management meetings - Information available from leaders/managers/project leads on current projects and priorities
 - c. Department updates - Information on day-to-day objectives.
 - d. ...
4. Create a communication **PLAN** and schedule regular meetings and/or updates. In-person meetings foster two-way communication for questions, answers and discussion. Email is appropriate for quick updates or straightforward FYI's.



5. **EXECUTE** on your communication plan. Schedule meetings and updates in your calendar. Consider assigning a communication “steward” on your team who can prompt for updates.
6. **MEASURE** your success. Are employees feeling informed? Do they know where they can go for information? Are divisions and departments receiving important information at the same time and consistently?

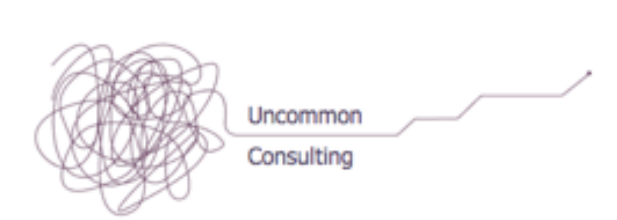
Work with your manager/leader to agree on your plan for improving communication. One approach is outlined below:

Goal: Effective Communication

Outcome: Employees are regularly informed about organizational, division and department direction and the impact on their roles.

Communication Plan:

What to Communicate	To Whom	How Often	Format
Highlights from Quarterly meeting	Team	Quarterly	In person team mtg
Association initiatives per Sr. Team member	Team	Monthly	Email
Mutual department priorities and projects	Other team / dept leads	Monthly	In person
...			



Sample Metrics:

- Employees report feeling informed about org, div and dept. direction
- Communication plan prepared and followed.
- ...

Other Resources:

People Skills by Robert Bolton <http://amzn.com/067162248X>

Fierce Conversations by Susan Scott <http://amzn.com/0425193373>

Crucial Conversations by Grenny Patterson <http://amzn.com/0071771328>

If you need additional ideas or assistance, please don't hesitate to contact Human Resources.