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This monthly newsletter is intended to provide down-to-earth ideas and techniques you can put into action to improve communication, enhance performance, motivate staff, and influence peers. Your suggestions and ideas are encouraged. E-mail your **HR Quick Tips** newsletter submissions to **Michael Horne** at: hrtraining@cwu.edu.

Communicating Better at Work



Ineffective communication often results in poor cooperation and coordination, lower productivity, undercurrents of tension, gossip and rumors, and increased turnover and absenteeism. Experience shows there are many ways managers can improve internal communication. Here are some things managers should do:

- Understand that communication is a two-way street. It involves giving information and getting feedback from employees. It isn't finished when information is given.

- Put more emphasis on face-to-face communication with employees. Don't rely mainly on bulletin boards, memos, and other written communication.

- Ask yourself, each time you give an instruction, if the message is clear. Most vagueness is caused by failing to be specific.



- View information as “service to” employees and not “power over” them.
- Listen to employees; show respect for them when they speak. They'll feel part of the team and will tend to be more dedicated and productive. One way: Ask questions to show interest and clarify points.
- Don't just talk open-door policy. Practice it by walking around and talking to employees. Allow people to disagree and to come up with new ideas.
- Conduct one-on-one meetings. Ask each employee to tell you how you the manager can help the employee do a better job. Then share those things employees can do to help the manager do a better job.
- Concentrate on building credibility with employees. Managers who build credibility and create a climate of trust tend to be believed.

Adapted from *Communication Briefings*, Vol XVIII

Colleen Rose



Colleen retired on February 21, 2008 after more than 32 years of dedicated service to state government.

Congratulations on your new journey and best wishes from all of us in HR and the CWU community.

February HR Mailbag

QUESTION: I've just been made supervisor in my department. The previous supervisor, who was very popular, just retired. How should I act toward the people I now supervise, after working with them for two years?

ANSWER:

Be yourself. Don't call attention to the fact that you're now supervising people you formerly worked with. They're just as aware of the change as you are. In fact, they're trying to figure out how to deal with you in your new role as boss. Depending on the circumstances, try and introduce new ideas for improving operations slowly. Get feedback from the employees and explain why any change is needed and how the change will improve operations.

You can receive additional information or training through the programs offered on campus or through the **E-Learning Network** offered by the HR Department. Please call **(509) 963-1202** for more information or refer to: <http://www.cwu.edu/~training/>.

March HR Mailbag What's the best way for a supervisor to earn the respect of employee?

Did You Know?

The best kept secret in motivational management...

It's not money, or recognition, or praise. One of the best kept secrets in motivating employees is this: People really care about their careers. Managers sometimes forget that when it comes to motivating employees. Until retirement age nears, the average workers care more about where a job is going to lead them than whether or not it's "fair" or "pays enough." That's why so many workers are willing to tolerate jobs that leave a lot to be desired if they really believe it will "lead to something better." Remember this when trying to motivate employees. Offer them training and career guidance, and employees will work harder and smarter.

- Adapted from *Motivation in the Real World: The Art of Getting Extra Effort From Everyone – Including Yourself*, by Saul W. Gellerman, PhD.

Leadership Inspiration

"Leadership is based on a spiritual quality; the power to inspire, the power to inspire others to follow."

--Vince Lombardi

What makes a leader inspirational? The ability to inspire people to reach great heights of performance and success is a skill that leaders need. Passion, purpose, listening and meaning help make a leader inspirational. The ability to communicate that passion, purpose and meaning to others helps establish the inspirational culture of your organization. These points will tell you how to enable inspiration and motivation in the people you lead.

How Leaders Instill Inspiration in the People They Lead

The inspirational leader feels passionately about the vision and mission of the organization. He or she is also able to share that passion in a way that enables others to feel passionate, too. The nature of the vision and mission is critical for enabling others to feel as if their work has purpose and meaning beyond the tasks they perform each day. Sometimes leaders have to help their staff connect the dots by explaining this big picture to all. Communicating the big picture regularly will help reinforce the reason your organization exists.

The inspirational leader listens to the people in her organization. Talking to people about your passion is not enough. To "share meaning" - you must allow the ideas and thoughts of your staff to help form the vision and mission, or minimally, the goals and action plan. No one is ever one hundred percent supportive of a direction they had no part in formulating. People need to see their ideas incorporated – or understand why they were not.

To experience inspiration, people also need to feel included. Inclusion goes beyond the listening and feedback; for real inclusion, people need to feel intimately connected to the actions and process that are leading to the accomplishment of the goals or the decision.

Important to inspiration is the integrity of the person leading. Yes, vision and passion are important, but employees must trust you to feel inspired. They must believe in you. Your "person" is as important as the direction you provide. Employees look up to a person who tells the truth, tries to do the right things, lives a "good" life and does their best. Your actions play out on the stage of your organization. And, your staff does boo and cheer and vote with their feet and their actions.

