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By Richard Hohmann

Rodd Wagner and Jim Harter has recently published, *12: The Elements of Great Managing*, a sequel to the 1999 bestseller, *First, Break all the Rules*. I cannot list the 12 statements since they are proprietary to the Gallup Organization. Behind each of the 12 are aspects of human nature that have challenged managers since the beginnings of the free-market system.

One of the major points of the book is that what drives employee to perform is universal and human nature on the job is consistent wherever you look.

So now that we understand the 12 drivers, we should no longer have any problem motivating employees to perform at a higher level.

Right?

Wrong.

We still need to focus on understanding behavioral styles and then make every attempt to better understand the style of our leaders, peers, and subordinates. The key to focusing on the person and allowing the person to focus on what they care about in terms of doing a good job still centers on the communication competency.

Skills or competencies noted by statistically proven, research-based training and development programs still ranks communication as one of the top six competencies associated with a high achieving manager.

We should teach every manager and employee how to open up their "Johari Window" as far as the Pareto Principle allows; up to 80%.



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Opening the Window of Communication



Using an assessment tool to not only determine the "size of the window's opening" but providing the means to open the window to the maximum height and width will allow people to communicate to the point of feeling engaged.

Listening, learning, and applying this knowledge will provide everything that is needed for real engagement and improved productivity. Good communication provides clarity of roles and defined workplace expectations. Clarity and feedback are the two key ingredients necessary for employee engagement and organizational effectiveness. High achieving managers know that their communication style contributes significantly to the success of their team or department. Learn to understand how your communication style is perceived by others and then try to open the "Window" even further. Remember, poor communication is the first symptom of disengagement. Call us now to get this report for your company (609) 390-2830.

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