



Cape Cod Human Resources Association

HR NEWS

Cape Cod Human Resources Association P.O. Box 665, Hyannis, MA 02601

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www.cchraonline.com

Meeting Review

Enhancing Employee Communications Charlotte Kells

Charlotte Kells got the audience involved in her presentation immediately by asking the question "What is the most difficult thing about communicating with our employees?" Many hands went up: "Not having all the information; Everyone getting the same information out at the same time; Making sure what we say is what they hear; Determining the best way to communicate the message; 24/7 shifts; Multiple locations; Timing; Getting buy-in; Your tone; Different languages and Getting them to believe the message." So what can we do to address these challenges? Ms. Kells put us in small groups to brainstorm ideas and best practices for these most difficult aspects of communication with instructions to report our answers to all. Many great ideas were offered.

So why communicate? Ms. Kells states the primary reasons are to listen and learn employees' points of view and to relay purpose, meaning and direction. This includes mission, values, vision, goals and objectives. Another reason is to create clarity. This includes defining policies, procedures, decision-making processes and legalities. Ms. Kells states "the number one cause of conflict is lack of clarity and people not understanding what is going on. People need to know what is expected of them before we can get into accountability." She also suggests we "decide on the process for making a decision before getting into content." Improving performance is another reason for communicating. Use two-way feedback, training and coaching.

We reviewed a model for ideal communication developed by Kells Associates. These fluid 9 steps of communication demonstrate the

importance of being receptive, interacting, and staying curious in order to break down resistance, gain agreement and be consistent. To create this ideal Ms. Kells encourages the creation of a communication culture. Make communication a corporate value, publicize its importance, train people on how to be effective at it, give feedback and coaching, and evaluate and reward the behavior.

There are many communication vehicles including written communication, surveys, assessment tools, focus groups, meetings, and a process called Open Space Technology or Future Search. Participants added newsletters, open-door policies, slogans, and e-mails from the CEO that recognize individuals.

Ms. Kells gave us two methods of dialogue. The first is Inquiry. We ask a question, paraphrase it back and check our perceptions. The second is Advocacy. We provide a point of view, communicate the reason and check in for understanding and agreement. Both are helpful depending on the situation. When she asked which form of dialogue they use most often, the audience replied, "Advocacy."

Communication is very important in giving feedback. When giving feedback make it frequent, use neutral language, be positive and constructive, ask clarifying questions and be specific and concrete. You also want to give examples, focus on priorities, approach it in a problem-solving manner, be future oriented, make sure it is around actionable behaviors, and use behavioral language.

Many thanks to Charlotte Kells for this interactive and innovative presentation. For more information contact Ms. Kells at www.kellsassociates.com

This Season's Speaker Series

Building A Strong Workforce

April 30, 2009, 7:30 am

Holiday Inn, Route 132, Hyannis

**Seven C's for
Effective Team Performance**

**Karen Stacey
President and
Creative Learning Officer
Kreative Learning Solutions**

Research indicates that high performing teams differentiate themselves in 7 key performance areas – the Seven C's of Effective Team Performance. This activity-based presentation will identify and explore the 7 factors that are critical to teamwork and organizational success.

Karen Stacey brings over 25 years of experience in management, training and course development, customer service and organizational development. Karen started Kreative Learning Solutions in August 2000. As a professional trainer and consultant, Karen has facilitated training, workshops and planning sessions in a variety of industries. In addition to developing and delivering customized training, Karen maintains consulting and affiliate partnerships with several training and organizational development providers.

HR News

HR Innovations & Best Practices

Thank you for giving me the opportunity to contribute to the CCHRA Newsletter! It is important in any recognition program to recognize the individual contributions that each person in the organization makes. While any initiative will likely have executive sponsorship, it must also have executive execution. Whether it be an email from the CEO thanking an individual for a sale they made that contributed to the company's revenue or a cost cutting idea an employee may have had that helped the company save money. Recognition goes a long way when it comes directly from the top.

Here at Ceridian, we have a mantra, "*Making Great Happen. I Am The Difference!*" This simple mantra empowers employees to do what is right and in turn fosters recognition. And it works! When each employee recognizes through their individual efforts, that they are *the* difference, then *great* things happen!

I can speak from personal experience. Ceridian's CEO, Kathy Marinello, recently asked all associates to work collectively to seek ways to save the company money. I came up with an idea to help Ceridian save money on shipping costs. As it turns out, someone within our company had already undertaken an initiative to roll out discount cards to all field associates to utilize at FedEx Kinko's Nationwide. Our CEO sent me a personal email anyway, thanking me for my suggestion and my "I Am The Difference Contribution." I thought that was fantastic, coming from the CEO of a 7,000 employee company!

Bob Horne, Major Account Representative, Ceridian

Please send a brief article on your company's HR innovation or best practice to:
Michele@pleasantbayassoc.com

Membership

Dues are \$60/\$165. For more information contact Laura Johnson, Membership Chair at ljohnson_ma@hotmail.com or 508-385-3009.

Scholarships Available

Apply at www.cchraonline.com

Resources

Book of the Month

Communicating Change: Winning Employee Support for New Business Goals. T.J. Larkin & Sandar Larkin

Up-Coming Events

Chamber of Commerce
April 29: Breakfast Networking, Hyannis
May 7: Issues & Answers Forum
www.ecapecchamber.com

Cape Cod Young Professionals
April 23: Night Time Networking at Colombos
May 14: 4th Annual Summer Kick-Off
www.capecodyoungprofessionals.org

Women's Business Exchange
May 13: CEO Conversations Over Coffee
www.communitybank.com

17th Annual New England Payroll Conference. Cape Codder Hotel
June 10-12
www.newenglandpayrollconference.org

SHRM Annual Conference
June 28-July 1. New Orleans
www.shrm.org



MEMBER SPOTLIGHT

Ann Egan has been a great asset to the CCHRA Program Committee for the last two years. She has also moderated panels and conducted presentations at our monthly meetings.

Ann is the Principal of *The Navigation Group*, a full-service Human Resources consulting company that helps organizations achieve optimum employee and organization success.

Ann's thirty year HR journey has had many highlights along the way. A graduate of Simmons College, Ann earned her B.A. in International Management (conversant in French and Spanish) and Sociology. At the Univ. of Illinois she earned a M.A. in Labor and Industrial Relations.

Her real education was gained through various positions in corporate, manufacturing and healthcare organizations. Over the last several years Ann has partnered with small to mid-size organizations on custom solutions to create long-term organizational success. Her background has afforded her the opportunity to work with all organizational levels in diverse corporate cultures and industries in many global regions. She is a facilitator of many learning resources including the DiSC® learning assessment which helps individuals understand their own behavior styles in order to improve communication and interaction with team members.

Ann grew up in Needham, MA and summered on the Cape. She has made Cataumet her home for the past 15 years. She enjoys sailing, Pilates, walking and spending time with her husband, Len, and their Bichon Frise. She is active in many community and professional organizations. Ann's interest in people and their many talents is as strong as her passion for books. She is on the Board of Directors for the West Falmouth Library.