

## WORKING WITH OTHERS

### Facilitates open and transparent communication

#### Effective Communication Channels

'Communication is the real work of leadership' Nitin Nohria

Good communication is at the heart of effective working relationships and productive, engaged teams. Managers can take time to consider with their team what internal communication channels will be useful. This includes regular one-to-one meetings, team meetings, working groups, Microsoft Teams channels, email updates, etc. This needs to include opportunities for discussion and dialogue, communicating down and up the hierarchy, keeping people included in key updates and involved in decision-making where appropriate. There needs to be a balance between keeping everyone updated and spending all day in meetings – consider the most appropriate form of communications for different aspects of your team's work and plans.



#### ACTIVITY

Think of a time when you felt that your manager was an effective, open and transparent communicator, a time when you were confident you wouldn't get any surprises and would have appropriate opportunities to feed into plans.

What was happening that gave you this confidence? Note down everything that contributed to this feeling.

Think of a time where you felt communications could have been improved or where you felt communication was not open and transparent in your team. What was happening/not happening that made this a weakness? Note down everything that contributed to this feeling.

What do the above lists tell you? Could you use any learning to strengthen your own practice? What will you try and when?



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Use the chart below to prompt a discussion with your team, and complete the chart.

NB: You can adapt the model below and add in key types of communication that are important to your team.

Communication type	How we do this	How well this works for us (1 poor to 10 excellent)	What could be done better?
Updates on key decisions taken at senior level or external factors impacting the sector/division/dept			
Plans for major changes impacting the team or their work			
Plans for changes that impact some of the team or their work			
Contributing to team plans			
Designing individual personal work plans			
Contributions to team process reviews and design of team ways of working			
Keeping up to date on other team members' priorities and work			
Keeping up to date on progress on team goals and targets			

Use the final column to create an action plan for any agreed improvements. Agree who will lead on each action.

Review progress and amend as needed with your team.



Complete the Reflection sheet