



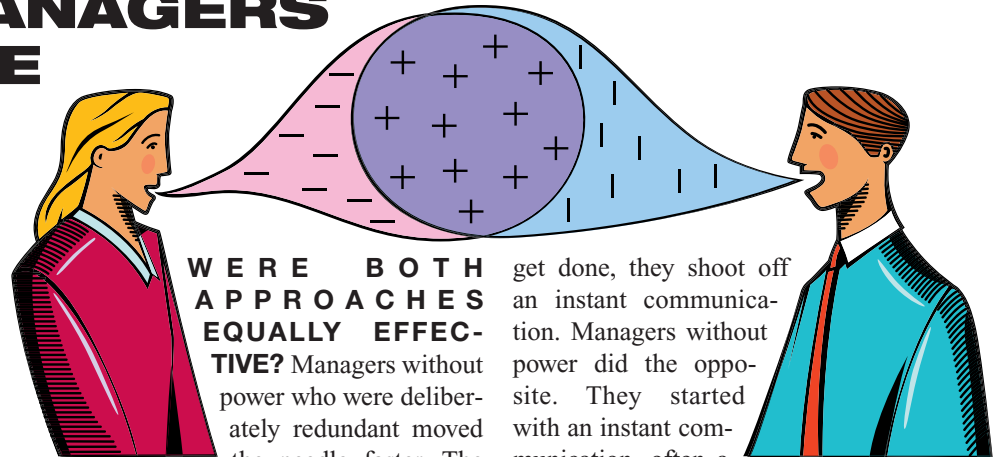
EFFECTIVE MANAGERS SAY THE SAME THING TWICE (OR MORE)

To get employees to do something, managers need to ask them at least twice. A team led by professors Tsedal Neeley (Harvard Business School) and Paul Leonardi (Northwestern University) shadowed 13 managers in six companies for more than 250 hours, recording every communication the managers sent and received. The researchers discovered that one of every seven communications by the managers was completely redundant with a previous communication using a different technology. They also saw that the managers who were deliberately redundant moved their projects forward faster and more smoothly.

THE CHALLENGE. If we communicate clearly, do we really still have to repeat ourselves. Isn't that inefficient? Professors Neeley and Leonardi, defend their research as summarized below.

Effective managers repeat themselves at least once, and often managers send three or four redundant communications. Clear patterns emerged with regard to who did this and how. For example, managers were divided into two types: those with formal power and those without it. It was found that those without power planned their redundant communications and that frequently very little time passed between their first message and their second message. It was deliberate that they repeated themselves. One manager worked on an e-mail for 20 minutes right after explaining his request to the employee in a conversation. He was not only aware of the redundancy, but took the time to make sure the two communications said the same thing.

Managers with power, however, were redundant in a more reactive way. It was noted that these managers think they can tell people what to do just once, but the lack of an adequate response forces them to send a redundant message.



Managers with power got as much done, but took them longer, and they spent more time doing damage control or in crisis mode because they had assumed that their requests were being fulfilled before realizing they needed to follow-up.

There was no data showing that one group outperformed the other on meeting project deadlines or budgets. But there was a difference in how employees responded to the two groups when it came to liking and respecting managers versus getting annoyed by them. People had more esteem for managers without power.

TYPE OF WORK. The nature of work has changed over years. We have moved toward project-based teams. We form them, work, disband, form new teams, and so on. You end up with team leaders without much management experience and so there is less trust in those leaders. The social and organization dynamics are such that you can't just tell people what to do anymore. They may not work for you.

TECHNOLOGY PLAYS A ROLE. All technologies available should be considered – phone, e-mail, instant message, shared folders, WebEx – it increases the frequency of communication. Redundancy helps your message get through lots of messages – gives it more weight. Managers with authority started with a delayed communication – one that may not be received right away, like an e-mail or voice mail. When things didn't

get done, they shoot off an instant communication. Managers without power did the opposite. They started with an instant communication, often a face-to-face conversation, and then followed up with a delayed message.

Managers without power assume their authority motivates others. Managers without power need to get buy-in, so their first message is for motivation. The follow-up is to document something, remind people they've made a commitment so that it does not fall off their radar.

Source: Harvard Business Review, May 2011

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COMPLIANCE CORNER

DEALING WITH THE ABSENT EMPLOYEE

Dealing with employee absenteeism has never been more complicated. Federal and state laws, and often times the employer's own contracts and policies, make it difficult to discipline absent employees. Employers may wonder whether there is anything they can do to deal with employee absenteeism. Generally, employers can hold employees to reasonable, consistently applied attendance requirements. But, before taking any disciplinary action, employers should conduct an analysis to determine whether the employee's absences are legally protected.

- 1. Is the Employee covered by the FMLA?** First, the employer should determine whether the employee is eligible for leave under the federal Family and Medical Leave Act ("FMLA"). The FMLA covers employers with 50 or more employees in 20 or more calendar work weeks during the current or preceding calendar year.
- 2. Does the Employee Have a Disability That Must Be Accommodated?** Regardless of whether the employee is entitled to leave under the FMLA, the employer may still have obligations to allow certain absences under disability laws. A "qualified disabled person" is a person with a disability who can, with or without reasonable accommodation, perform the essential functions of the job. A "disability" is a physical or mental impairment that substantially limits one or more major life activities.
- 3. Is the Employee Entitled to Other Legally-Protected Leaves?** The employer should determine whether the absences are protected by some other state or federal leave statute. For example, are they covered by: School Conference and Activities Leave, Sick or Injured Child Care Leave, Jury Duty Leave, Voting Leave, Bone Marrow Donation Leave, or Military Leave?
- 4. Is the Employer Obligated by Contract, Policy or Practice to Grant Time Off?** Before disciplining an employee for absenteeism, the employer also should look at its contracts, policies and past practices. An employer may have, intentionally or not, contractually agreed to provide time away from work under certain circumstances.
- 5. Is it Fair?** The employer should consider fairness. The employee should evaluate how its actions will be perceived by the employee and others. If it seems insensitive or unfair, there is a greater risk the employee will sue and a jury or judge will rule against the employer.

HOLD YOURSELF ACCOUNTABLE FOR WORKFORCE MORALE

A manager's impact on workplace morale is immense. Keep spirits and productivity high by resisting these morale-killing mistakes:

- **Inconsistency.** "Do as I say, not as I do" teaches employees not to respect you or the rules you want to enforce. Be a role model.
- **No follow-through.** Keep your promises so employees know they can depend on your word.
- **Complexity.** Don't overwhelm employees with details. Keep your vision simple.
- **Tolerating poor performance.** Hold employees (and yourself) to the highest standards. Otherwise good performers will grow cynical and stop trying hard.

PROVIDE AMPLE INFORMATION WHEN YOU'RE DELEGATING

Delegation succeeds when employees have all the information they need to carry out the task. Before you assign a new project, spend a few minutes thinking through what you want to accomplish. Then come up with brief bullet points on how the employee should proceed. For example, names and numbers of people to contact and data that should be included.

Share this information with the employee, but don't tell him or her exactly what to do, or hover while he or she is working on it. A rough outline should leave the employee free to execute the task in his or her own way.

The more guidance you give employees before the work begins, the more likely they'll meet your expectations – without having to continually ask for your help along the way.

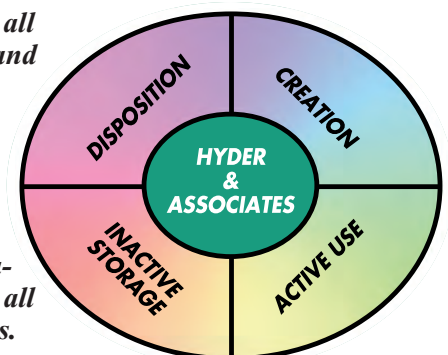
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HYDER & ASSOCIATES (H&A)

Sharon Hyder, CMC, CRM, owner and founder of Hyder & Associates, thanks all clients, employees, and acquaintances that helped make 2011 an excellent year.

Best wishes to all for a prosperous and healthy 2012.

Since 1984, we have developed Records Management Programs for organizations covering all lifespan phases.



CYBER BREACHES HIT 90% OF U.S. FIRMS

According to survey results released in June 2011, 90% of U.S. businesses had experienced at least one cyber security breach during the 12 months previous to the survey of 583 U.S. IT professionals conducted by the Ponemon Institute. More than half (59%) experienced two or more breaches during the same time period.

The Juniper Network-sponsored survey also found that those breaches cost 41% of businesses at least \$500,000 to address. Worse, such breaches appear to be increasing, with 43% of respondents indicating a significant increase in the frequency of cyber attacks over the 12 months studied. Seventy-seven (77%) said the attacks have become more severe or difficult to detect or contain.

Businesses of every type and size are vulnerable, the survey shows. The most severe consequences of any breach are information theft and business disruption, according to 59% of survey respondents. More than one-third (34%) of respondents who suffered multiple breaches said they have low confidence in the ability of their organization's IT department to prevent a network security breach.

Other key findings from the survey include:

- Only 11% of respondents know the source of all network security breaches.
- Fifty-five percent (55%) of the identified breaches cost companies between \$250,000 and \$1 million.
- Almost half (48%) of respondents cited complexity as one of the greatest challenges to implementing network security solutions, with the same percentage blaming resource constraints.
- Fighting cyber attacks can be made more effective by streamlining or simplifying network security operations, according to 76% of respondents.
- Twenty-eight percent (28%) are ear-marking more than 10% of their budgets to security to address these issues.

The survey also revealed the most common ways for serious breaches to attack a firm: employee laptops (34%) and employee mobile devices (29%).

Source: Information Management, November/December 2011

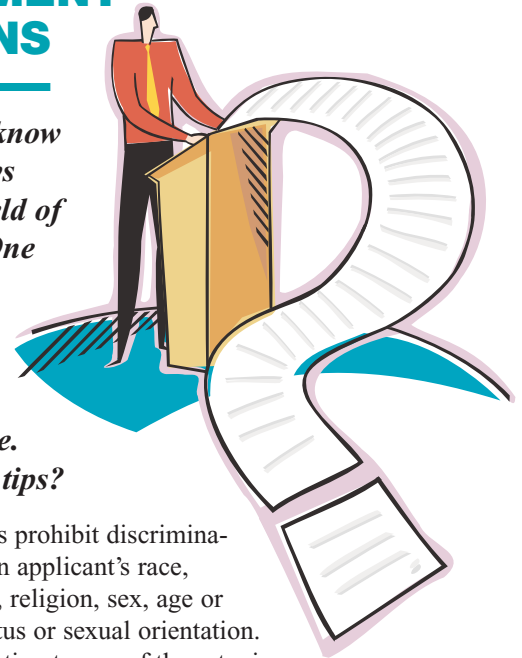
TOO OFTEN, THE "E" IN E-MAIL STANDS FOR "EASY WAY OUT"

One of the hardest things a manager has to do is communicate bad news – whether it's a disciplinary matter or a layoff. That's why many cowardly managers take the easy way out and convey such information via e-mail. But resist the urge; don't give in to the temptations.

The *only* way to properly communicate bad news is face-to-face. Do not do it by video, do not send a memo, and do not post it to your intranet. When you have to deliver news that is going to change someone's life, do the right thing: Do it in person. And build enough time into the process that you can properly answer the questions the individual is sure to have.

SHARON HYDER, CMC, CRM ANSWERS YOUR MANAGEMENT QUESTIONS

As a manager, I know that job interviews present a minefield of legal problems. One wrong question could spark a discrimination lawsuit by a rejected candidate. Do you have any tips?



Federal and state laws prohibit discrimination on the basis of an applicant's race, color, national origin, religion, sex, age or disability, marital status or sexual orientation. Asking questions relating to any of these topics is legally dangerous. To avoid the appearance of discrimination during interviews, do not ask the following questions.

1. Are you married? Divorced?
2. If you're single, are you living with anyone?
3. How old are you?
4. Do you have children?
If so, how many and how old are they?
5. Do you own or rent your home?
6. What church do you attend?
7. Do you have any debts?
8. Do you belong to any social or political groups?
9. How much and what kinds of insurance do you have?
10. Do you suffer from an illness or disability?
11. Have you ever had or been treated for any conditions or diseases?
12. Have you been hospitalized? What for?
13. Have you ever been treated by a psychiatrist or psychologist?
14. Have you had a major illness recently?
15. How many days of work did you miss last year because of illness?
16. Do you have any disabilities or impairments that might affect your performance in this job?
17. Are you taking any prescribed drugs?
18. Have you ever been treated for drug addiction or alcoholism?

FAMOUS QUOTE

"You can have everything in life you want, if you will just help enough other people get what they want."

— Zig Ziglar

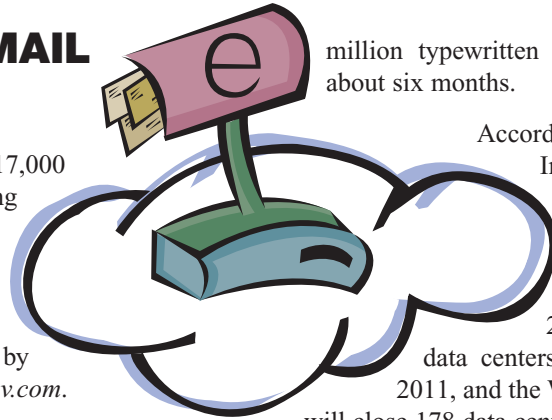


TRENDS...

GSA MOVES E-MAIL TO THE CLOUD

The General Services Administration (GSA) moved all 17,000 employees to a professional version of Gmail, making GSA the first of 15 federal agencies to move to cloud-based e-mail, *Nextgov.com*. Employees can access Google Apps for Government anywhere and from any device. GSA officials said the \$6.7 million project would cut costs by half over the five-year contract period by reducing equipment and staff needs, according to *Nextgov.com*.

Unisys, which led the project, said the GSA deployment exceeds the data protection requirements implemented by the 2002 Federal Information Security Management Act by providing two-factor authentication. According to *Nextgov.com*, the sign-in process requires a password and a second piece of identifying information. Unisys said it had to transfer 60 terabytes of data, or about 30,000



million typewritten pages for GSA which took about six months.

According to *Nextgov.com*, moving Information Technology to the cloud is part of a federal effort to save \$3 billion over five years by closing 40% of the government's more than 2,000 data centers. About 195 data centers were closed by the end of 2011, and the White House has announced it will close 178 data centers in 2012.

The Agriculture Department moved e-mail of its 120,000 employees to Microsoft cloud in December 2011. The Commerce Department's National Oceanic and Atmospheric Administration also transferred 25,000 personnel records to Google's cloud service to *Nextgov.com*.

Contact Hyder & Associates To Solve Your Records Management Problems



501 W. Glenoaks Blvd., Suite 422
Glendale, CA 91202
(818) 507-0008
FAX: (818) 547-9908
E-Mail: hyder@HyderAndAssociates.com