

# HOT SHEET

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Full-Circle HR



**"As an expert in loyalty, Fido will create an emotional bond with each customer."**

## HR Trends:

- EEO-1 reports for 2022 are due 7/2023 for private employers with 100+ and federal contractors with 50+ employees. Learn more at <https://www.eeocdata.org/eo1>.
- Attempting to advance equal pay for workers, including temporary workers, the governor of New Jersey has signed the Temporary Worker Bill of Rights.
- Effective 3/30/2023, OSHA will be granted authority to protect undocumented workers involved in workplace safety investigations. The Department of Homeland Security outlined a process for undocumented workers last month.
- A recent NLRB panel concluded that a Philadelphia Starbucks had fired two employees wrongfully for union organizing activity.
- A 2020 study suggests that organizations that release public statements about social justice issues, more often than not, are met with a negative response. These statements can actually risk harming relationships and demotivate staff. A better approach might be to take actions that speak to equity and inclusivity.
- SHRM's annual review revealed that inflation and labor shortages were the key external challenges of 2022.

## Fostering Two-Way Feedback

Two-way feedback is vital to a healthy thriving organization. It can drive employee retention, support a positive and collaborative culture, improve everyone's morale, and more.\* The basis for two-way feedback is trust—trust that feedback can be given and taken without personal offense or risk of an adverse impact to the giver. Building trust happens through: 1. Be transparent—transparency begins with management being honest about the good news and the bad. In meetings, be willing to talk about the challenges, Watch for body language that says folks don't understand or maybe disagree. Ask about these signs in a non-aggressive way. Invite questions and comments. Create space in every meeting for staff to express

their thoughts about what has been discussed. Also create a regular space once a month or so where staff can talk about whatever might be bothering them. Be sure they know when to expect this so they can be thoughtful and prepared. 2. Be a role model for how to communicate honestly without blaming. Demonstrate how to listen completely without interrupting and how to provide constructive feedback. Listen for salient points and the value in the communication—be open to different styles of communication and ways of thinking. If these are not skills you possess, seek coaching and also provide training and coaching opportunities for your staff. 3. Strive to provide a sense of security by clearly setting expectations, establishing

clear role definition, and assuring that they will not be punished for expressing their opinions or trying to break paradigms. Be transparent about changes and difficulties—when there may be promotions or opportunities or if there will be downsizing. 4. Do a reset on all politics and gossip. If there are already some unwanted dynamics happening in your organization, ask yourself how you might be contributing to them, Analyze when they are happening, what you are doing to promote them, and what you could do to avoid them. Have a brief meeting with your staff and talk about the dynamics. Give general examples of communications that are okay and those that are not okay. Think about goals and

objectives that can be measured, are not subjective, and support this intent. 5. Aim for a relaxed and friendly environment. Foster team crossover so that teams know each other's skills and abilities well and know the challenges of each other's jobs. This builds trust and strengthens teams when they need to face challenges that arise. Consider a skills self-assessment process that will build this knowledge base.

Consider conducting an employee climate survey. This can help determine the sense of safety that employees feel in giving feedback and opinions. If you choose this route management must be prepared to be responsive to the results of the survey.

*Failure is not the opposite of success: it's part of success.*  
— Arianna Huffington

## Behaviors that Foster Successful Meetings

According to MIT Sloan Management Review, senior managers spend 23 hours per week in meetings.\*\* Given this, assuring that meetings are effective, efficient, and satisfying is a valuable pursuit. Jathan Janove+ has some reminders and some new thoughts on how to approach this effort. 1. Have an agenda. Send it out a day or two before the meeting and ask for input to the agenda. The agenda is also how you could give staff a heads up that there will be open time to discuss things that might be bothering them (see article above). 2. Assure that everyone's time is respected (and that the right people are in the

room). Start the meeting on time. Don't wait for stragglers Create a culture where timeliness is the norm. 3. Control the flow of the discussion. Work to include everyone's voice. If someone is going off-topic or speaking extensively, try interrupting with a clarifying question, "Jo, before you go on, I would like to be sure I understand . . ." To everyone else, "What do others think?"^ 4. If you are the meeting leader, save your opinions for last, particularly if you 'out-rank' the other participants. First, allow others to contribute their ideas and to make suggestions to ideas presented before offering yours. This fosters creativity and em-

powers lower ranking or newer staff. Contributing too quickly can quiet other voices and deflate enthusiasm. 5. If you disagree, confirm the other person's position before jumping in. Throughout the meeting, continue to clarify understanding before moving forward to the next stage of the topic or the next topic. If conflicts occur clearly outline both/all positions and then ask for confirmation. If all participants feel heard, it will likely lower emotional tension. 6. Before closing the meeting, confirm the key takeaways and ask if you missed anything. 7. Before scheduling the next meeting consider the time it will

take to complete the agreed upon action items. Consider adjusting your schedule to that date. 8. Write a 'Same Day Summary' and send it when you send the next agenda. *Note:* Not everyone has the skillset to run or participate in optimal meetings. Offer training in agenda writing, active listening, when to call meetings (rather than send an email etc.), how to encourage participation, how to manage cultural differences, and how to manage conflict. Make it part of the annual review. Make meeting satisfaction part of your annual employee climate survey.

\*Connected Women, *5 Steps to Create a Safe Work Environment for Two-Way Team Feedback*, November 9, 2015.

\*\* MIT Sloan Mgmt Review, *The Science and Fiction of Meetings*, Rogelberg, Scott, Kello, Winter 2007.

+ SHRM, *8 Ways to Make Meetings Work*, Janove, Jathan, JD, October 28, 2019.

^ SHRM, *How to End Bad Meetings Diplomatically*, Janove, Jathan, JD, February 13, 2023.