

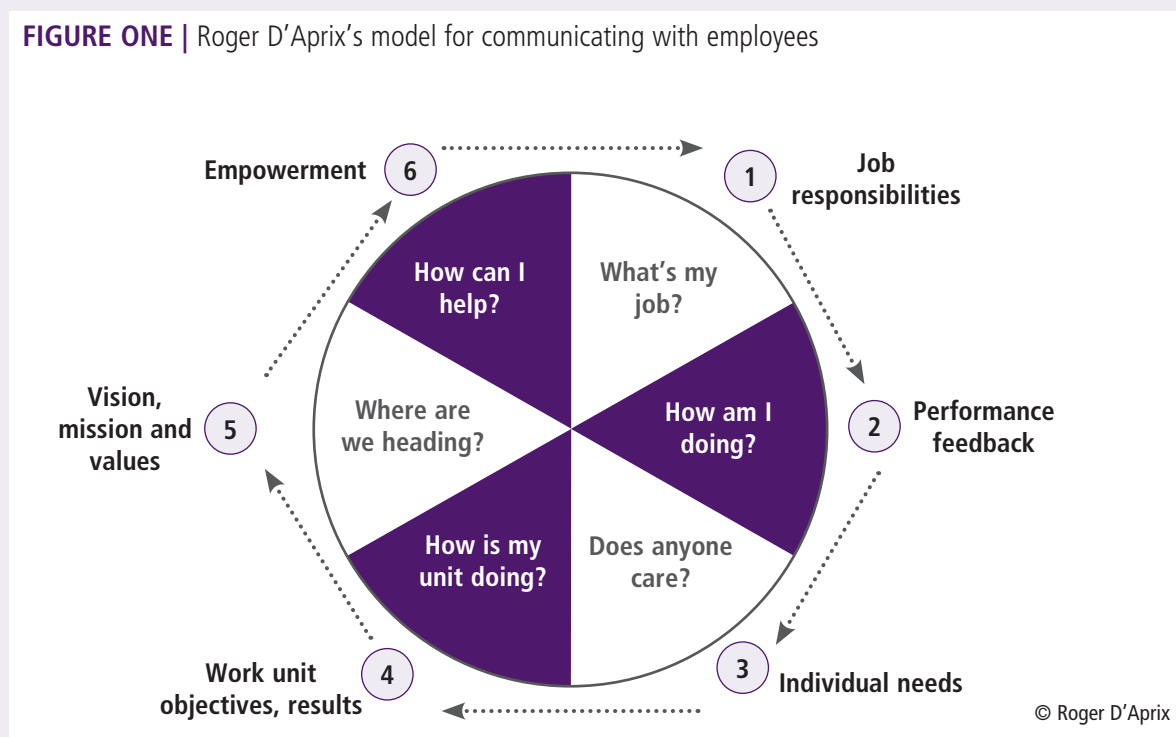
Roger D'Aprix's model for manager communication

Most managers learned long ago that it's important to communicate job expectations, divisional goals and professional-development opportunities. Yet, with more and more managers having responsibility for producing, as well as managing, issues like these are sometimes overlooked. The following advice from noted experts explains how managers can boost employee performance and engagement by addressing the communication issues that matter most.

What every employee wants to know

Roger D'Aprix, managing director D'Aprix & Co., LLC, says managers must answer six fundamental questions that address employees' basic needs for information and inclusion, as captured in Figure One, below:

FIGURE ONE | Roger D'Aprix's model for communicating with employees



Applying D'Aprix's model

Paraphrasing D'Aprix's work, Table One (page 2) shows how the six fundamental questions translate into manager communication responsibilities.

(The above model is a fundamental principle of Roger D'Aprix's IABC publication *The Face-to-Face Communication Toolkit: Creating an Engaged Workforce*. For more information go to: www.iabc.com)

Roger D'Aprix, managing director D'Aprix & Co., LLC

TABLE ONE | Six fundamental questions managers must answer for employees

Employee information needs	Manager responsibilities
1. What's my job?	Explain job responsibilities, performance expectations and measures of success
2. How am I doing?	Provide candid performance feedback and coaching
3. Does anyone care?	Address concerns and recognize accomplishments; conduct formal reviews to appraise performance, plan development and discuss compensation
4. How is my unit doing?	Explain work unit results and how employee contributions made a difference.
5. Where are we heading?	Describe overarching company goals and strategies
6. How can I help?	Promote initiative and involvement; encourage open and candid communication