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July 2015

Dear Matthew,

"The biggest problem with leadership communication is the illusion that it has occurred."

Boyd Clarke & Ron Crossland, *The Leaders Voice*™



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**Leading the Total Quality Mission:
Aligning principles,
practices and
management**



Click the book to read an excerpt

Every year, trainers and managers rank communication as one of the top 10 training and challenge topics. In many cases, we know we need help with communication because problems have already cropped up:



- Profits are down because information and resources weren't shared;
- Coworkers are resisting the path of change;
- Supervisors don't know how to interact with employees or tap into strengths; or
- Opportunities for real improvement are missed because of ineffective or non-existent performance management and evaluation meetings.

Whether it's the way we talk, listen, or react to certain personality types, individual styles, and situations, improving communication is the most important investment we can make in our professional and personal lives. With the right tools, we have the capacity to address communication before problems occur.

How well are you communicating?
Scroll down to take our quiz!

How exactly does communication become a problem and get derailed?

Communication is so pervasive in work lives that we take it for granted and often overlook it as a source of problems. But three communication problem areas remain among the well-documented.

Why are some companies so successful at developing and implementing Total Quality and Continuous Improvement? How can you make Total Quality and Continuous Improvement programs successful? Good intentions and noble goals aren't enough.

**Leading the Total Quality Mission:
Aligning principles, practices and management**

by: Orlando Blake PhD

Testimonials

"I ensure you that what you will take away from this experience will far outweigh any monies that you invest."

- **V. L. Phillips,**
President, iap Consulting

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Dr. Orlando Blake

Dr. Blake's 25 years business of experience includes senior executive positions for Warner Bros and Guess? Inc. Orlando is a Founding Fellow of the Institute for Professional Coaching Association at Mclean Hospital a Harvard Medical School Affiliate and a Certified

1. **Within teams**, individual problematic communication behavior gets coupled with varied interpretations of the task or individual role.
2. **Among and between groups and management**, conflicting needs, expectations, and communication norms can break down.
3. **As organization stress increases**, improper methods, timing, withholding, and content of information can intensify.

Communication Responsibilities

Taking a proactive approach helps to eliminate communication problems before they happen -- and eliminate the hidden costs of fixing problems. The Blake Group's work with a client clearly showed that due to miscommunication and conflict they were losing \$16,320 per week.

1. **Define policies and objectives.** Ensure they are understood and accepted. Management sets expectations for the organization as a whole before employees can do their jobs, satisfy their customers, and strive to improve the quality of their work. You can work on the clarity of your organizational vision, policies and objectives and purpose by asking a few basic questions:
 - o Does the way we define the business pull us together in a way that makes sense?
 - o Does the way we define the business concentrate on real opportunities for the years ahead?
 - o Do our strategies make sense for our company and our times?
 - o Do our strategies provide us the right direction?
 - o Do our objectives clearly state our key targets?
 - o Do our objectives specify success measures?



2. **Specify roles and responsibilities.** Each employee must take responsibility for the work he or she performs. It is management's obligation to ensure employees understand what is being asked of them.
3. **Specify and communicate expectations. Identify and allocate resources to achieve them.** Before taking responsibility for their work, employees must possess 1) knowledge of management's expectations, 2) knowledge of why the task is being performed, and 3) empowerment to carry out assigned tasks.
4. **Strive to improve.** Management creates an environment

Performance Technologist from International Society of Performance Improvement. Dr. Blake has authored of more than 7 books covering TQM, Conflict Resolution, Career and Personal development, and Leadership.

that encourages employees to improve the quality of the work and work processes with which they are associated.

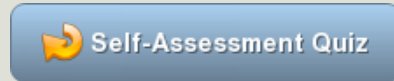
5. **Invest in your people.** Employees should be afforded the appropriate education and training, including professional development and on-the-job training.
6. **Ensure the right people have the right information at the right time.** Make information needed to make decisions available to employees when they need it.
7. **Seek and use relevant experience. Use each other.** Management makes use of information, such as new technology or lessons learned, from internal and external sources, which could potentially affect operations. By recognizing past failures and successes, and establishing a no-fault assessment system, management will be better prepared to promote a culture committed to excellence.
8. **Plan and control work.** This requires that needs be thought out, organizational goals be identified, lines of communication be established, and required labor be provided.
9. **Use the right material, tools, and processes. Control any changes to them.** Management ensures that the right material, tools, and processes are in place and used so that the organization's products and services are of the highest possible quality.
10. **Assess work to ensure it meets expectations.** All employees assess their efforts and determine whether they have accomplished what they set out to do as part of meeting the business goals, objectives and expectations.
11. **Identify and remedy errors and deficiencies.** Foster a no-fault attitude with which problems are viewed as opportunities for improvement, not punishment.
12. **Management, at all levels, continually assesses its systems and processes.** These assessments determine the effectiveness of the management process, rather than establishing compliance with organization and statutory requirements. They address broad categories or management issues, such as the mission of the organization, employee understanding of management's



objectives, and customer expectations.

Excerpted from: ***Leading the Total Quality Mission: aligning principles, practices and management***, by Orlando Blake, Ph.D CPT. Available from [Get To The Point Books](#) for \$12.95.

Are you an effective communicator? Take our quiz and find out!



Sincerely,

Orlando Blake, PhD, CPT

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Images courtesy of: emergenetics.com, communicationplanstoday.blogspot.com, effectivecommunicationadvice.com

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