

TO: Bill Jensen

FROM: Organizational Consultant

Subject: Improving Trust and Meeting Organization Issues

Thank you for allowing me into your office over the past year. After talking with you and your staff and observing business meetings, I have noticed a few organizational issues that need to be addressed in order for your business to thrive. As of right now, there are factors that are affecting your business negatively. It seems that your company never started off with a solid communication plan, and now that you have become increasingly busy with your new product, the lack of that plan is really showing. With my recommendations, I feel that we can get Micron Technologies back on the track to success.

Key Issues

The level of trust is a key issue that needs to be addressed immediately. According to the study I did on communication-related measures, the level of trust went from **4.75** to a staggering **3.00**. The six key employees need to be able to trust each other in order to perform to the best of their abilities. According to Vickers,

“Recognition of the importance of trust has revealed that the presence of trust can lead to many valued organizational outcomes: increased performance, sometimes astonishingly so; collaborative successes; enhanced communication; satisfaction with leadership; decreased staff turnover; improved team work; and enhanced organizational performance, stability, and success” (2008, pg 1).

Here are some of the specific problems regarding trust that I found from observing.

- **Critical** bits of information were falling through the cracks.
- There are perceived perceptions of the **lack** of participation in important organizational decisions.
- According to the relationships and frequency of interaction figure, there is a definite occurrence of “favorites” and **stronger communication** between some employees but not others. “Developing an effective communications network is critical to member involvement. The lack of an open, two-way communications system is deadly” (Twarog, 2010).

By improving that level of trust, I feel that your business will run much smoother. I have gone into detail below about the steps you can take to regain the trust levels at Micron Technologies, but first, as the CEO, you must realize that there is a trust issue and be willing to execute the plan in order to succeed (Vickers, 2008).

Another key issue seems to be that the functionality of your business meetings is at a very **low** level. As Volkema and Niederman wrote, “Organizational meetings represent a

primary vehicle for information exchange within and between work units” (1996, pg 1). Taking the time to have an organized meeting will provide much more communication lines between employees. According to my records there have been various complaints about not getting to ask questions, receive adequate answers and issues with the meeting length.

For example, Twarog discussed the importance of knowing what your employees need and steering in that direction. “The union might not have a well-defined focus on the issues that members care about; or they may be “visionless” on how to change them” (2010, pg 1).

Here are some of the specific problems I found regarding meeting organization that I found while observing.

- Meetings often being 30 minutes late, have frequent interruptions, and last well through lunch.
- Everything is done **informally and orally**.
- There were rarely memos confirming what they discussed or agreed upon.
- Hostilities seem to be **vented** during the meetings, but little time is left for agenda items.
- Rarely does **everyone** have a chance to present what they are doing and ask questions.

By improving the overall organization of the meetings, you will be able to solve these issues. According to Twarog, “Meetings are crucial to establish the permanence and presence of the business, regardless of the numbers that attend. All the formal channels are no substitute for the power of one-on-one conversation to communicate with members” (2010, pg 13). By creating that relationship with your employees, there will be high job satisfaction, which in turn will lead to a high trust level. Once again, I have created a detailed description of what I recommend to fix this issue. Once the plan is implemented, it is **vital** that the company sticks to it.

Below are my recommendations to fix both problems.

Building Trust

The first step that needs to be taken in order to build back trust between employees is adequate communication. For example, making sure that everyone has the chance to weigh in on important decisions will give employees a better outlook on their specific tasks. Here are simple steps that can be started immediately.

1. Include your six key employees on **every** important business or product decision that needs to be made. My records showed a **significant** decline in perceptions of influence in decision making. By bringing this number up, your trust level will go up as well.
2. Maintain the same level of communication between each employee. There are no “cliques” (Vickers, 2008).

3. Encourage, but remember to **mediate** and **command**. Your job as the boss is to make sure that the trust between employees stays at an appropriate level.

Meeting Organization

Having a more organized meeting goes hand-in-hand with improving the trust level. After reviewing my records, it seems that a truly organized meeting never really existed in the organization. Treating this meeting of employees like you would treat a meeting with a client is vital (Inett & Shewchuk, 2003). Here are the first few steps that you must take to make your business meetings more functional.

1. Have a solid time and date planned for all meetings. Try to make them at the same time every day. **Do not** change any details unless it is an emergency. Establishing a routine will show your employees that these meetings are meant to be taken seriously (Twarog, 2010).
2. Have a **scheduled agenda** for each meeting. Include a briefing of the top few pieces of news your employees need to know, as well as a slotted amount of time for everyone to get their questions asked and answered. The most important part of this step is **not including** time to vent about personal issues. Personality conflicts and petty disagreements are examples of these (Twarog, 2010). Keep it strictly **business**.
3. Schedule the meetings during the actual work day. Scheduling a meeting over lunch is sending the wrong message to your employees. It is saying that it will be a laid back, free-for-all. By having the meeting during regular work time, your employees will be more likely to **treat it like work**.

Overall Outcome: Better Communication

As you have already found, poor communication leads to not only the issues listed above, but decreased productivity (Astrom, Duggan, & Bates, 2007). By implementing both plans to solve trust issues and unorganized meetings, you will notice a **significant** increase in overall communication throughout the Micron Technologies company. Furthermore, with better communication, your employees will feel **more trusted and involved**. This feeling will not only affect your six key employees, but the rest of the company as well.

Summary

I've provided you with the first few steps to solve both issues and why they need to be addressed. Although this is a basic overview, I am sure that once you start implementing, you can fine tune and adjust the plans to fit your company's needs. After reading this, the **first thing**

that you need to work on is scheduling a mandatory meeting with your six key employees. You need to discuss the plans, what needs to be changed, and how everyone will be participating in correcting the issues. This will give everyone a solid idea which direction the company will be going in.

You can reach me at 608-214-7866 if you would like more in depth information about creating a higher trust level and more organized meetings. I will be in contact with you in three weeks to get your reaction to the plans and how well you believe they are working for Micron Technologies.

References

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