

7 Tips to Help Managers Become More Effective Communicators

Managers who are effective communicators have a big influence on the employee experience – a term that encompasses how individuals feel about the organization, its culture, systems, policies and their personal interactions.

Successful communicators know how to listen, understand, express empathy and connect with staff in authentic ways that create a positive work environment and unlock talents and potential. Strong communicators are key to building trust and improving employee engagement, performance, retention and individual, team and business outcomes.

Whether new or experienced, all managers should be aware of how they communicate one-on-one and in groups and be willing to adapt their approach to meet the evolving needs of their team. Here are seven tips and best practices that can help:

1. **Become an active listener.** Listening attentively to employees' concerns and issues is one of the skills managers should continuously work to improve upon. Active listening techniques involve:
 - Attention – Avoid the temptation to check your phone, texts or other distractions and really focus on what someone is saying. There's a big difference between hearing and listening.
 - Attitude – Go into a conversation with an open mind. Listen with the intention to understand, not judge, and ask questions that show that you understand what the person is saying – whether you agree or disagree.
 - Adjustment – Adjust your listening when a conversation goes in a direction you hadn't anticipated. Be aware of what team members say and don't say through nonverbal communication, such as a change in tone of voice, facial expressions and eye contact.

- And finally, let employees talk without interrupting — it takes practice!
2. **Build trust through psychological safety.** Managers who are effective listeners and communicators understand the value of creating a psychologically safe environment in which employees feel comfortable asking for help, trying new things, raising concerns and expressing themselves – all without fear of failure or retribution. Managers can lead the way to a psychologically safe workplace by admitting to their own mistakes and shortcomings.
 3. **Tailor check-ins to the employee.** Just as managing employees requires different approaches, so do check-ins. There's no one-size-fits all – schedule check-ins at a cadence that makes sense for the employee and the manager.

When new people join the organization, having more frequent check-ins helps to build a trusting relationship between the new employee and manager. Supplement a formal weekly check-in with brief conversations every couple of days to make sure new employees have what they need from their manager and the organization. Regardless of the length or frequency, make check-ins meaningful by taking the time to know the employee as a person and understand what is going on in their life outside of work, and how that may affect what they do and how they feel at work.

4. **Develop cultural competence.** As the workplace becomes more diverse, multi-cultural and multi-generational, all managers can benefit from training on cultural competence – the ability to communicate and interact with people from other cultures and

perspectives. Managers who are aware of the impact of culture, background and experiences on communication and behaviors (including their own) can make more inclusive decisions, and avoid misunderstandings, microaggressions and biases that can lead to unfair treatment.

5. **Treat mistakes as an opportunity for learning.** When mistakes happen in the workplace, honest, transparent communication and feedback is the best avenue to follow. As we've all experienced, almost everything is fixable. Having open, candid conversations about mistakes creates the space for people to learn and grow and explore new ways to solve problems and continuously improve.
6. **Close the feedback loop.** While effective communicators regularly ask for team members' feedback, that alone is not enough. Managers should respond (as promptly as possible) to let employees know their input is appreciated and always close the feedback loop. If it's left open and employees believe

their opinions aren't being taken seriously, they may stop sharing information, suggestions and concerns, undermining trust and credibility.

7. **Use the power of thank you** – Rewards and recognitions don't have to be big or have dollars attached. A simple thank you, sincere compliment or other gestures of kindness communicate to employees that their contributions, ideas and feedback are valued and respected, which can be a powerful morale and confidence booster.

Managers who are effective communicators are key to a successful employee experience. Register to get a free trial of Traliant's interactive courses on Building a Positive Workplace at bit.ly/TraliantTraining.

Source: Traliant, a PIA Partner specializing in compliance training, www.traliant.com.



BUSINESS MANAGEMENT

Bill's Short Attention Span Sales Tips: Make One Thing Your First Thing



Every Wednesday morning at 10 am, I speak with a very talented salesperson. He communicates well, plans well, and his clients love him. But, like many of us, although he knows what he needs to get done, he struggles to execute.

To help out, we have been each other's accountability buddy. We come to the weekly coaching call with a list of action

items for the upcoming week and then report our successes and failures on the next call.

Our results have been...well...uneven.

Some weeks are better than others. Sometimes we crush our goals and sometimes we accomplish none of them (he and I both, by the way).

My thinking on why:

1. We are setting the wrong goals. Perhaps, for example, they simply aren't important enough for us to put in the effort.
2. There is a lack of urgency in the goals we are choosing. That is, they need to get done, but perhaps not right now.
3. They are the right goals and they are urgent goals, but we lack the discipline to achieve them.

It's that last one that fascinates me.

How often do we have the correct plan but we just fail to execute? For example, after dinner we say to ourselves, "I need to go to the gym tomorrow." But when we wake up, talking ourselves out of it is way too easy.

Right goal. Good idea. Zero execution. Sound familiar?

What I know and believe is this: Anything I either need or want to get done must be done first thing or it likely won't happen.

If exercise is important to you, go to the gym before you do anything else.

If prospecting is your priority, make calls before you do anything else.

When you are planning out the coming day, remember to make one thing your first thing. Set a top priority and then do it first. That way, if your day goes sideways, you will have at least achieved one important task.

Source: Bill Farquharson, The Sales Vault, <https://SalesVault.Pro>

GOVERNMENT AND LEGISLATIVE

On Our Radar

Proposed regulations and other issues that we're following:

Proposed Indoor Heat Illness Standard – Cal/OSHA has revised the proposed Indoor Heat Illness Standard that they've been working on since 2017(!). You can download the proposed regulation at bit.ly/indoorheat, and read an article that discusses some of the latest modifications at bit.ly/CALawblog.

Approved regulations and other issues that we've been following:

Executive Order issued on artificial intelligence – President Biden's recent Executive Order on Safe, Secure, and Trustworthy Artificial Intelligence (see the official Fact Sheet at bit.ly/AiFacts) establishes new standards that can have a big impact on employers that use artificial intelligence in the workplace. To learn more, see the article at bit.ly/AiOrder.



Complying with the New Corporate Transparency Act

Back in 2021 Congress passed the Corporate Transparency Act, with the goal of enhancing transparency in corporate ownership in order to reduce money laundering, tax fraud, financing of terrorism, and other illicit financial transactions. The Act, which creates reporting requirements regarding the “beneficial owners” of many companies, went into effect on January 1, 2024. Many business owners are surprised to see how this law can impact their personal privacy.

The following provides an overview of what you need to know. For more information, including brochures, videos, a compliance guide and more, visit www.fincen.gov/boi.

Does the Corporate Transparency Act affect my company?

Under the Act, companies that are required to report beneficial ownership information to the Treasury Department’s Financial Crimes Enforcement Network (FinCEN) are called “reporting companies.” Domestic reporting companies are corporations, limited liability companies and any other entities created by the filing of a document with a secretary of state or any similar office in the United States.

There are, however, exceptions, as 23 types of entities are exempt from the beneficial ownership information reporting requirements. The most relevant exception for our members is “large operating company.” Large operating companies are those that employ more

than 20 full-time employees in the U.S.; have an operating presence at a physical address in the U.S.; and filed a Federal income tax or information return in the U.S. for the previous year demonstrating more than \$5 million in gross receipts or sales, excluding sales from sources outside the U.S., and reported these gross receipts or sales on an applicable IRS form.

Who is a “beneficial owner” of a reporting company?

A beneficial owner is an individual who either directly or indirectly exercises substantial control over the reporting company, such as a senior officer, and/or owns or controls at least 25% of the reporting company’s ownership interests.

What information must be reported about the company?

A reporting company must report its legal name, trade names or DBAs, street address (not a P.O. box), jurisdiction of formation or registration, and Taxpayer Identification Number.

What information must be reported about the beneficial owners?

For each individual who is a beneficial owner, a reporting company will have to provide the individual’s name, date of birth and residential address, plus the identifying number and issuing state or jurisdiction from an acceptable identification document such as a passport or U.S. driver’s license and an image of this identification document.

How and when do we submit this information?

If your reporting company was created or registered prior to January 1, 2024, you have until January 1, 2025, to file your report. Companies created or registered after January 1, 2024, must file the report within 90 calendar days after receiving notice that the company’s creation or registration is effective. This will change to 30 calendar days for companies created or registered after January 1, 2025.

Beneficial ownership information must be reported electronically at www.fincen.gov/boi. There is no fee to submit this information. Note: As of this writing, the reporting function is not yet available.

There is no annual reporting requirement. However, updates or corrections to previously reported beneficial ownership information must be submitted within 30 days.

Who will have access to this data?

The list of entities that may be able to obtain access to this data from FinCEN includes federal, state, local and tribal officials; certain foreign officials; financial institutions in certain circumstances; and those financial institutions’ regulators.

What are the potential penalties for non-compliance?

A person who willfully violates the beneficial ownership information reporting requirements may be subject to civil penalties of up to \$500 for each day that the violation continues, plus criminal penalties of up to two years imprisonment and a fine of up to \$10,000. Potential violations include willfully failing to file a beneficial ownership information report, willfully filing false beneficial ownership information or willfully failing to correct or update previously reported beneficial ownership information.



CONTACT US

Address

5800 S. Eastern Avenue,
Suite 400
Los Angeles, CA 90040
P.O. Box 910936
Los Angeles, CA 90091
Phone: 323.728.9500
www.piasc.org

Key Contacts

LOU CARON,
PRESIDENT
Ext. 274, lou@piasc.org

JUSTIN BOURG,
COMMERCIAL INSURANCE
Ext. 284, justin@piascins.com

EVIE BAÑAGA,
EMPLOYEE BENEFITS
Ext. 224, evie@pibt.org

KRISTY VILLANUEVA,
MEMBER SERVICES
Ext. 215, kristy@piasc.org

RODNEY BOLTON,
HUMAN RESOURCES
Ext. 218, piasc@hrbizz.com

MEMBER NEWS

Welcome New Members!

BC2S, Inc.
Copy & Print
Los Angeles, CA
Phone: (310) 824-5276
www.copymatwestwood.com

Clampitt Paper / Donahue Paper
Wholesale Fine Paper
Centennial, CO
Phone: (303) 741-3984
www.clampitt.com

Daum Commercial Real Estate
Commercial Real Estate Broker
Los Angeles, CA
Phone: (213) 270-2229
www.daumcommercial.com

FinTech Partners
Consulting
Pasadena, CA
Phone: (425) 281-6308
www.fintech-partners.com

Frederic Printing
Commercial Printer
Aurora, CO
Phone: (720) 201-1754
www.rrd.com/locations/frederic-printing

Honda
Print & Fulfillment
Torrance, CA
Phone: (310) 781-4605
www.honda.com

Hudson Printing
Commercial Printer
Salt Lake City, UT
Phone: (801) 486-4611
www.hudsonprinting.com

Image Craft
Visual Graphics Communications
Phoenix, AZ
Phone: (602) 276-2082
www.imcraft.com

Impressions in Ink Enterprises, LLC
Printing
San Diego, CA
Phone: (442) 226-2466
www.impressionsinink.org

Irene Bouzas Graphics
Creative
Downey, CA
Phone: (562) 884-7812

Jesse Angulo, dba JessePrinting.Com
Broker
Monrovia, CA
Phone: (626) 399-2975
www.jesseprinting.com

Kyocera Document Services
Manufacturer - Printer and Software Solutions
Kent, WA
Phone: (253) 656-5218
www.kyoceradocumentsolutions.us

Landa
Digital Press Manufacturer
New Philadelphia, OH
Phone: (330) 447-8885
www.landanano.com

MGX
Specialty Substrates
Fenton, MO
Phone: (636) 349-6401
www.mgxdigital.com

Revshop Incorporated
Marketplace Software Provider
Los Angeles, CA
Phone: (650) 219-9756
www.revshop.com

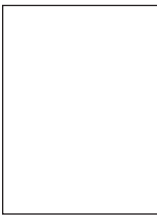
S&G Global Holdings, Inc.
Print/Packaging
Irvine, CA
Phone: (949) 474-0892
www.sandgcreative.com

SFV Graphics, Inc.
Copy & Print.
Glendale, CA
Phone: (818) 502-0100
www.copycentralglendale.com

The Print Guys, Inc.
Commercial Printing
Yakima, WA
Phone: (509) 453-6369
www.printguys.com

TriCORR Solutions Inc.
Graphics Designs
Costa Mesa, CA
Phone: (714) 751-8851

University of Utah Print and Mail Services
University in-plant printing, shipping, distribution and mail services
Salt Lake City, UT
Phone: (801) 581-6171



5800 S. Eastern Ave., #400
Los Angeles, CA 90040



Events CALENDAR

Lunch and Learn – Meeting and Tour of the Dot Corp Facility
THURSDAY, JANUARY 11
11:00 AM - 2:00 PM PT
Irvine, CA

Webinar – Collective Conversations #43: Enhance Your Safety Program & Culture
WEDNESDAY, JANUARY 17
10:00 - 11:00 AM PT
Online
bit.ly/3Rv5ouN

Print Excellence Awards Call for Entries Deadline
FRIDAY, FEBRUARY 23
www.piasc.org/printexcellence/

1 January						
SU	MO	TU	WE	TH	FR	SA
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

FOR FULL LIST OF EVENTS,
PLEASE VISIT
WWW.PIASC.ORG/EVENTS

Paper and Substrate Show
THURSDAY, MARCH 28
5:30 - 9:00 PM PT
Irvine, CA
www.piasc.org/papershow/

Save the Date: Graphics Night
THURSDAY, MAY 2
Yorba Linda, CA

WELCOME NEW MEMBERS!

COMPLYING WITH THE NEW
CORPORATE TRANSPARENCY ACT

BILL'S SHORT ATTENTION SPAN
SALES TIPS

7 TIPS TO HELP MANAGERS BECOME
MORE EFFECTIVE COMMUNICATORS

Member News

Government
and Legislative

Business
Management

Feature

ISSUE 148

JANUARY 1, 2024