

## The danger of assumptions



Leaders that don't get out of the office to visit their workforce are in danger of making assumptions that are likely to be informed by at least one of the following:

- Misleading information
- Incorrect feedback from their direct reports (how reliable is this source of information?)
- People providing information they think you want to hear
- Reliant on 'good news' audits
- Filtered through the hierarchy of the organisation

Leaders must understand the communication route through their organisation to be able to 'test' that their messages are being communicated and most importantly acted upon. If they don't understand the dynamics of communication they won't be able to deal with potential blockers, or even worse, understand where deliberate sabotage is occurring.

Leaders need to ensure discussions with the workforce are part of 'business as usual' so that people feel able to talk freely and without fear of the consequences. Being visible, listening to people and acting on feedback will build trust and allow the leader to circumvent the organisational hierarchy to receive feedback on performance, direct from those who really know what happens on a typical day. You can't get a better understanding of how your business is functioning than that!!

Organisations that have taken the bold step to become proactive, with a positive health and safety culture, need to ensure leaders are visible and engaging with the workforce. Leaders who engage with employees will build trust and ultimately see those employees become more effective and productive.

The danger for a leader who is not regularly visible and genuinely engaged is that incorrect assumptions are made which will ultimately impact on business strategy and profitability!

Read more of my blogs [here](#).

*The content of this article is intended to provide a general guide to the subject matter. Specialist advice should be sought about your specific circumstances.*

Brian Cable is a Director of elnet consulting ltd