

Cultivating Candid Workplace Relationships

Managers who set
CLEAR EXPECTATIONS
at the beginning of working
relationships have fewer difficult
conversations.



What is a candid workplace relationship?

The ability to communicate freely and professionally with your employees by setting consistently applied workplace expectations.

Why is candor important in workplace relationships?

People usually leave leaders, not jobs, so it is important to demonstrate your interest in those you lead and your desire to help them achieve success.

How to create candor in new and established work relationships?

- Set clear job expectations - don't assume employees know what you expect
- Let your employees know you'll be giving honest and consistent feedback and in turn, give your employees the permission to do the same
- Consistently communicate with your employees and use these questions below from the book, *How to Say Anything to Anyone*, to help initiate conversations

1. What are three things that will keep you with the organization?
2. What's the one thing that will make you leave the organization?
3. What three things do you need in a job to be satisfied?
4. What is something you want to do that you have never had a chance to do?
5. What skill(s) would you like to develop?
6. How do you like to receive recognition for a job well done- publicly or privately?
7. How will I know when you're frustrated and need support?
8. What would you like me to start, stop and continue doing?
9. What is most important for me to know?

"If an employee quits and their manager is surprised, the manager doesn't know the employee as well as they think they did. When employees are candid, they give you the chance to retain them."

-Shari Harley

*"If you **ASK QUESTIONS** consistently, you'll never again be surprised by an employee who becomes frustrated or disengaged or who resigns."*

- Shari Harley

Employees Transferring From or To Another State Agency

If an employee is transferring to or from another [Virginia State Agency](#), this needs to be communicated with HR and noted on the ePAR in the comments section. For termination ePARs, the action reason should be Transfer to Other State Agency (TAF). It is imperative that an employee transfers without a break in service. A break in service can cause a disruption to upcoming merit increases and benefits (i.e. retirement and/or health insurance). Contact [HR Benefits](#) for more information.