RADICAL TRANSPARENCY:

A Leader's Guide to Building Loyalty, Performance and Profits

With dispersed workforces, disengaged employees and high turnover the norm, transparency has gone from "neat concept" to business essential. Here's how to increase transparency – from the top down, bottom up, and inside out – to create a culture of ownership, trust, loyalty and higher performance within your organization:

Today's workforces need transparency – to make better career decisions, to stay engaged, and to trust the companies they work for.

In this eBook, you'll learn:

- How radical transparency affects your teams.

- Where to start building a culture of radical transparency.

- Which tools improve radical transparency.

- Who can help your company make a needed culture shift.

Why Your Team Needs Transparency

Today's businesses face a host of problems:

- Dispersed, hybrid, and remote workforces pose new challenges in management, coordination, and communication.

- Digital transformation is upending conventional business practices – and leaving leadership and workers with more questions than answers.

- Low worker engagement undermines efforts to reach business goals and sustain a healthy bottom line.

- High turnover imposes a skills drain on organizations and inflicts high staffing costs.

These turbulent times call for innovative measures. Radical transparency offers a way to tackle these challenges.
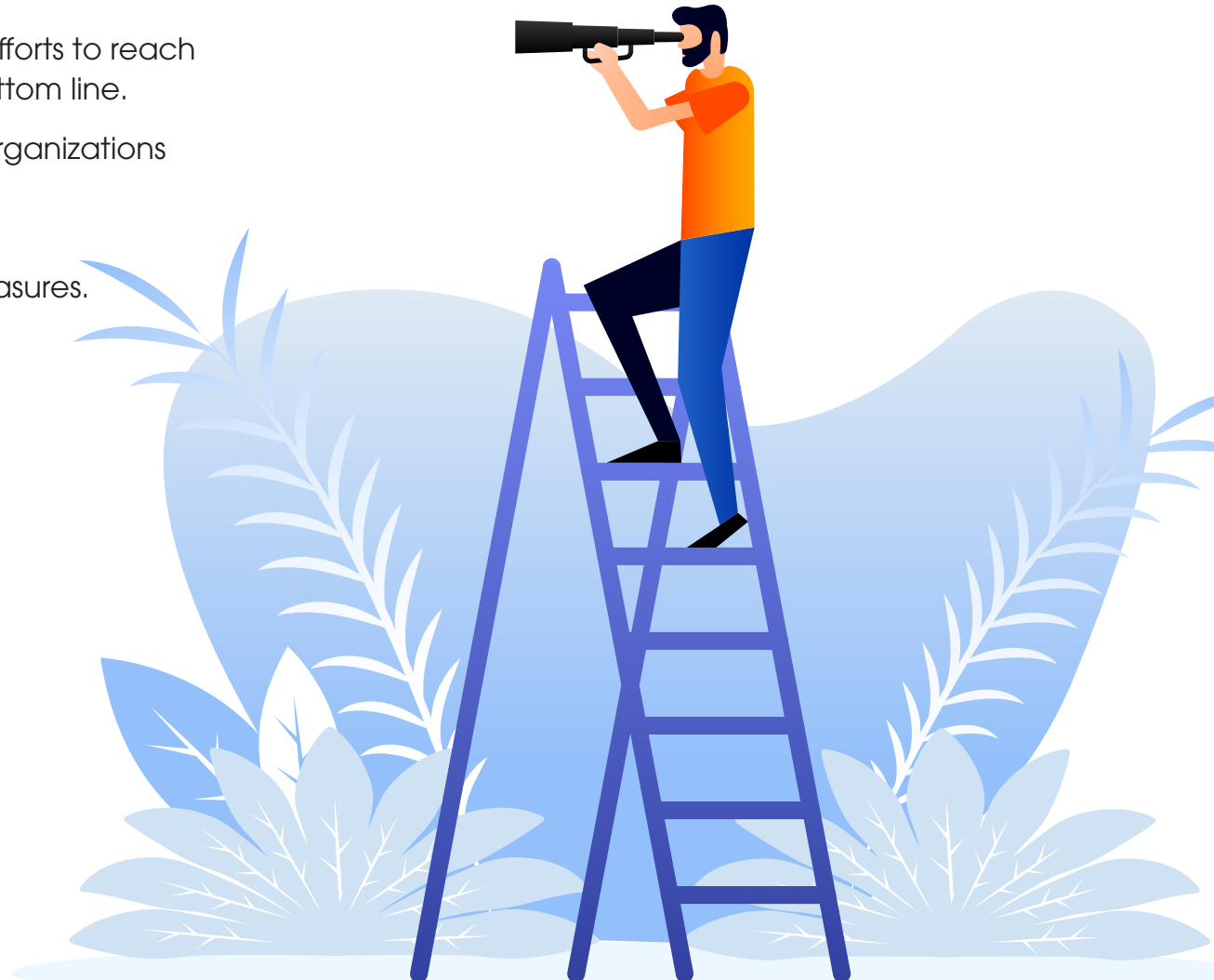
What is "Radical Transparency"?

Every business is familiar with the concept of transparency whether an organization actually practices it.

Radical transparency is different.

Transparency:

- Makes information available – to employees, stakeholders, and the public.

- Sees communication as an obligation of the business.

Radical transparency:

- Actively engages with the entire flow of information – not only offering information, but also gathering information and engaging in the process of information discovery, research, and analysis.

- Sees communication as a web of ongoing relationships.

Radical transparency can radically transform a business's ability to function in the face of unprecedented disruption.

Why Radically Transparent Businesses Do Better

Radical transparency has a profound effect on businesses, especially during the hiring process. Businesses that practice radical transparency tend to hire and keep better talent.

How does radical transparency have a radical impact on hiring?

- New hires see how their work fits into the organization's overall goals, so they find more meaning and value in their daily tasks.

- Candidates and new hires know what's expected of them, allowing them to rise to the occasion without wasting energy on deducing what success looks like.

- Candidates stay engaged in the hiring process because they see their applications receiving serious consideration.

How to Distinguish Between Radical and Runaway Transparency

Like many good things, radical transparency can turn sour if taken to extremes. Distinguishing between healthy radical transparency and "runaway" transparency is a must.

Radical transparency:

- Is committed to openness, but with tact.

- Is committed to honesty, but with empathy.

- Is committed to criticism, but constructively.

Runaway transparency:

- Turns tactful openness into blunt teardowns.

- Turns compassionate honesty into brutal honesty.

- Turns constructive criticism into negative naysaying.

To keep radical transparency on track, leadership must focus on how people benefit from communication and information-sharing.

Without these benefits, transparency runs off its course.

Where Radical Transparency Starts

As with many cultural changes in the workplace, radical transparency begins with leadership. Leaders can foster radical transparency in several ways:

- **Start with the people.** See each team member as an individual with thoughts, feelings, aspirations, and desires. Focus information-sharing and communication around the human element.

- **Get curious.** What do humans do with information? How do humans evaluate trustworthiness based on behavior? Let the answers to these questions guide the organization's approach to transparency.

- **Model radical transparency.** Practice speaking nothing but truth – but in tactful, thoughtful, and appropriate ways for each situation. If this means you talk less, use that time to listen more.

When leaders model radical transparency in thoughtful and considerate ways, teams are more likely to follow suit.

Ways to Improve Radical Transparency:
Walk Your Talk

Transparent businesses say they value employee feedback. Radically transparent companies listen to what workers say – and then change accordingly.

Trust is built on behavior, not words. Companies that ask for workers' feedback but never change in response to it undermine trust because they do not change their behavior. Radical transparency commits to a behavior change to build trust.

Ways to Improve Radical Transparency:
Draw the Line

What is each team member expected to do? What are the underlying assumptions behind each task, project, and decision?

When expectations are delineated, team members and teams can work with each other more effectively. Radical transparency seeks to clarify expectations, set boundaries, and ensure everyone understands what needs to happen, how and when.
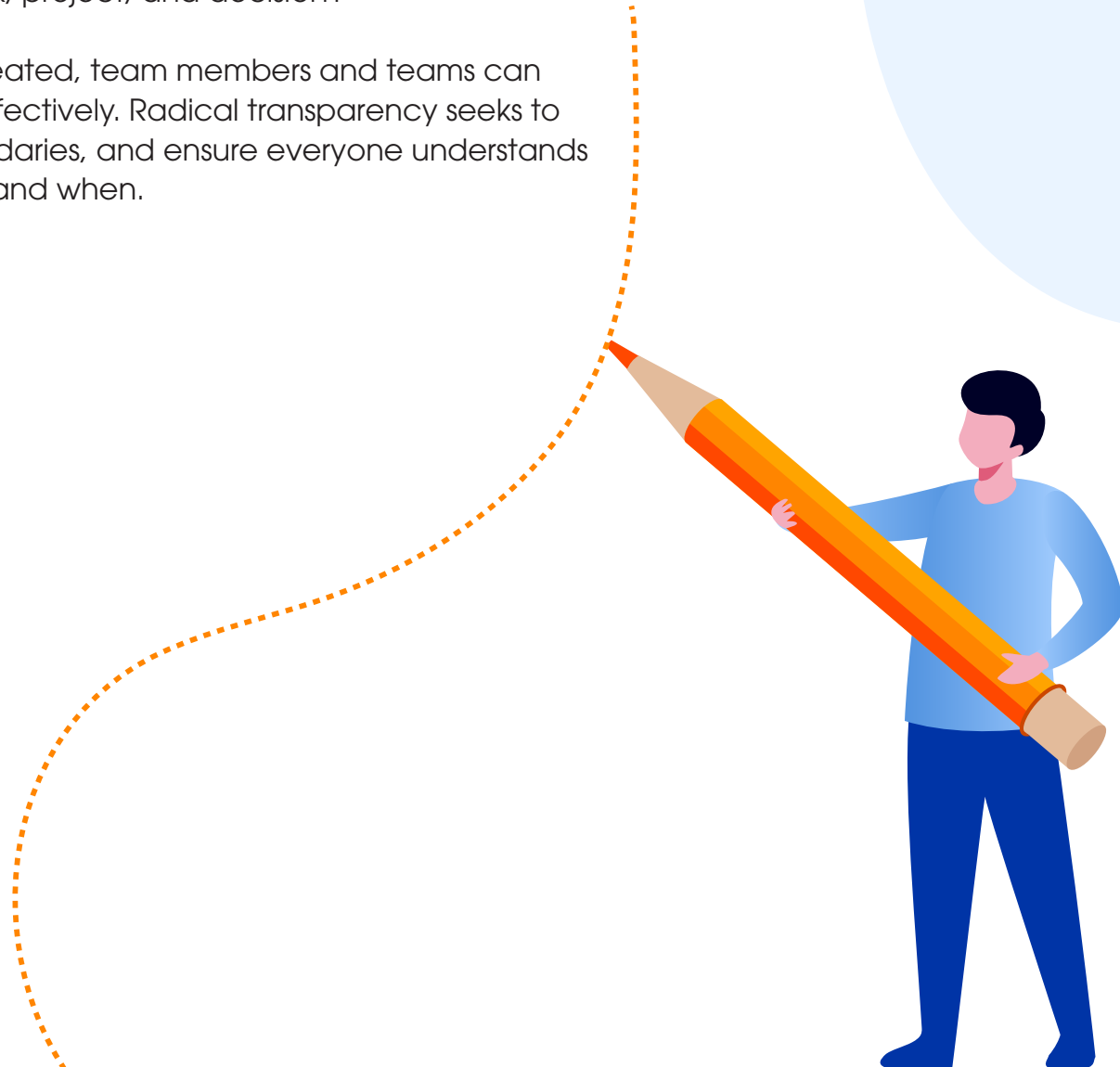
Ways to Improve Radical Transparency:
Know Everyone's Worth

Professionals in every industry tend to fall into the habit of measuring their worth by external means. They start to believe that if they don't meet a specific goal, earn a particular promotion or title, or earn an individual accolade, they are less deserving of communication and attention.

This attitude spells death for radical transparency. What begins as a commitment to communication and honesty spirals into silence for workers who feel they're falling behind and boasting from those who think they're pulling ahead.

Instead, emphasize the inherent value of clear communication. Workers, customers, and stakeholders don't "earn" information; they receive it so they can equip themselves for success.
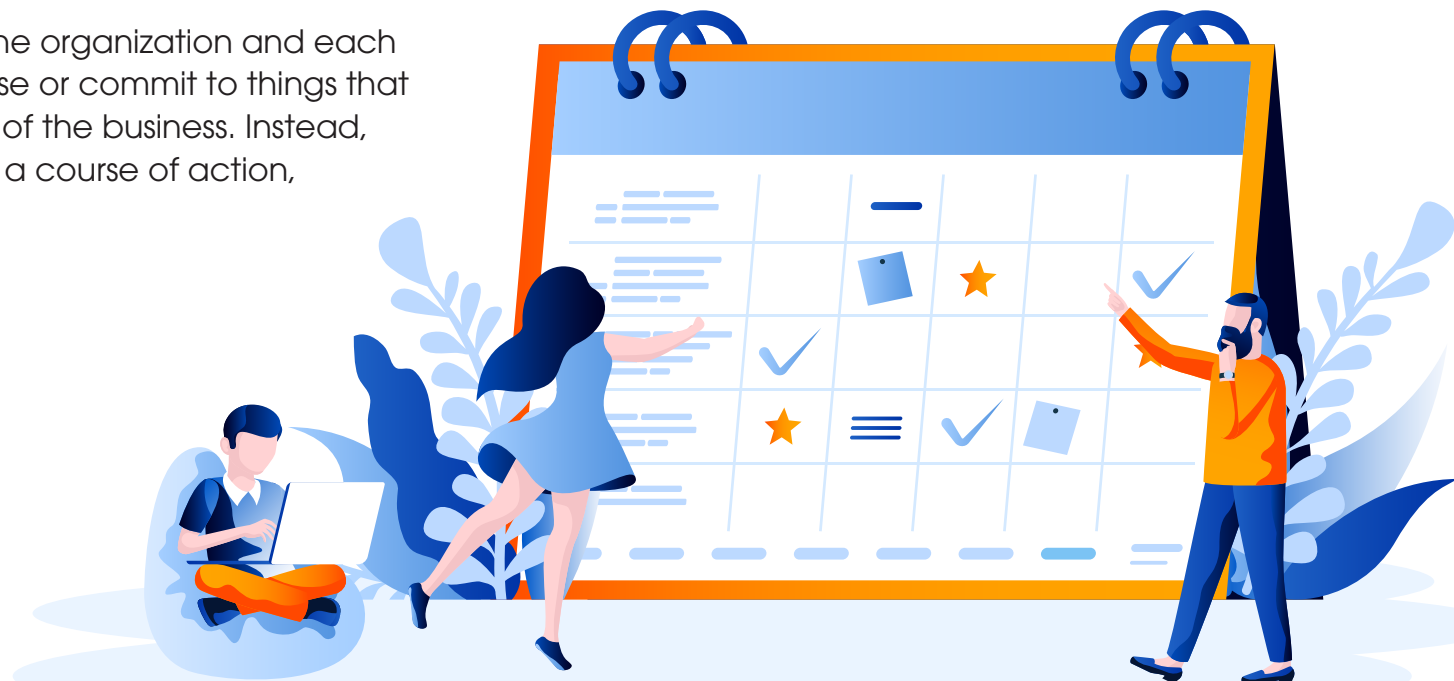
Ways to Improve Radical Transparency:
Keep Your Commitments

Radical transparency pushes a business toward integrity, or the state in which the organization's claims match its behaviors.

Businesses committed to radical transparency make fewer promises. But they keep every promise they make, which means everyone from their employees to their customers trust the organization more.

> **"Radically transparent organizations make fewer promises – but they keep every promise they make."**

To build integrity, focus on what the organization and each person can control. Do not promise or commit to things that are ultimately outside the control of the business. Instead, consider what is possible, choose a course of action, and follow through.

Ways to Improve Radical Transparency:
Build Character

There's a classic saying:

> **"Character is what you do when you think no one is looking."**

Transparent businesses seek transparency because others – candidates, customers, stakeholders – are looking. When they aren't held accountable, these organizations tend to lapse into their former obscure practices.

A company committed to radical transparency holds itself accountable for building trust through communication and integrity. It doesn't matter if anyone notices the transparency efforts. People will see the change in the business's ability to meet its goals and keep its promises.

Who Can Help You Build Transparency

Your staffing partner can help your organization build loyalty, performance, and profits by building a team and culture committed to transparency.

When you work with a staffing partner:

- You tap into a deep knowledge of your industry and its workforce.

- You gain an expert perspective on your hiring, communication, and transparency practices.

- You benefit from your recruiter's efforts in the hiring process, so your team can focus on completing their core tasks and creating a culture of trust.

Transparency with your staffing partner is essential to getting great results. So, start a conversation. Schedule time to talk with them about:

- Your business's challenges and goals (and not just those related to hiring).

- Your business and workforce plans for 2023.

Your agency representative will provide honest feedback and practical strategies to help you build an even brighter future for your organization.

Schedule a free workforce consultation today.