

## Transcript of clip from Liam Martin's Mind Tools Expert Interview

“Just to give everyone the reality: I think I booked this meeting with someone named Vishali, (or at least that person interacted with you). Vishali has been one of my personal assistants for over five years and we have met in person or on Zoom six times in the last five years.

“So just to give you the context of how I communicate with people that directly report to me: there's almost no synchronous interaction effects, because Vishali knows exactly what she needs to do and I know exactly what I need to do. So there is no disconnection there: all of the questions are answered.

“And that comes to the first point, which is **deliberate over-communication**. So as much communication of information as humanly possible is really important. And, more importantly, all of this information needs to be very precise.

“I have this mindset which is, if someone, like you Rachel, does not understand the information that's written down inside of our companies, if you were to come into it as a brand-new stakeholder, then it's not simple enough and we need to refine it.

“The second one is **democratized workflows**, which just flows into over-communication – it's the natural progression of it – which is process documentation. So inside of the organization every single thing that has been done more than three times is written down and turned into a process document. That's then digitized and put on an online platform so that anyone inside of the organization can gain access to that information.

“The third thing is **detailed metrics**, so as we communicate, and we build this process documentation, we allow for a concept which we call “radical transparency” throughout the organization, so that everyone should have the same informational advantage as the CEO of the company.

“This is very, very difficult for executives to be able to get their heads around because a lot of management is protecting employees from gaining the whole picture. But if you trust your employees enough to have access to all of that information then you actually start to see some really magical things occur.

“Which is, employees start making much better decisions, and decisions that look much more like a manager or an executive, because they simply have access to that information.”

[Listen to the full 30-minute interview in the Mind Tools Club.](#)