

RULES of COMMUNICATION 4.0.

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1. From the Traditional world: Conversation over the phone and/or Skype, Viber, etc.
2. E-mailing
3. E-mailing on the mobile devices, Skype, Viber, etc.
4. Skype / Viber, etc. free telecommunications.
5. Dates and timing
6. Materials sending within the region
7. Scheduler / Appointments

1. From the Traditional world: Conversation over the phone and/or Skype, Viber, etc.

- It is expected not to abandon classical phone and Skype/Viber conversation and use only an e-mail for your requests to your colleagues in your company or in the region (specially...). When you send an e-mail, the job for you **is definitely not finished** and responsibility passed to the recipient. If you don't get an answer in a due time, it is **your responsibility** to urge and use other "alternative" means of communication, reminder of the first level, etc. (see bellow),
- Reminder 1 - Send SMS and ask for a talk. Person who receives SMS request like a reminder **must** respond within 3 business hours. She/he must suggest timeframe (the same day!) when a conversation could be possible, without interruptions, to be possibly even 30 minutes long. If needed longer, then caller must let this to be clear to the person contacted and urged, Skype or Viber is possible with internet connection this days.
- Use Skype/Viber whenever it is possible, than land lines, then GSM – the most expensive. Just do it with a speed!

2. E-mailing

- **General rule is that e-mails are always replied daily (weekdays).**
- It is expected to get an answer to **every** e-mail daily. This means not just to your superior, but to **everybody**. Also, this must be the case for the e-mails or questions you do not like very much, let's say unpleasant ones. It is intolerable to see e-mails that stay unanswered for 2 or more days.
(Sometimes some e-mails get "lost mysteriously", some don't. You need to know that this can be seriously taken only, if it happens once per year. So urgently call your technician if this really happens! Next time this happens to you, one would believe you less and less in compliance with these rules...)
- When you get an e-mail that is also addressed or cc-ed to someone else, please **always reply-to-all**. So all will read, not just the sender, what you are responding.
- All e-mail recipients that are listed in "to" section **must** reply individually to an e-mail to reply-to-all! Even if they are confirming the answer of the first one replying, if in "to" section - **they ALSO MUST write an answer**. All recipients that are cc-ed need not to reply, they are just informed. They can, if they want, add something.
- When you get a FWD message and someone is speaking about you to do something, it is considered that special warning is needed not to be sent to you as a separate e-mail to order the same. **So you must read all types of e-mails in total. FWD has the same meaning like "To"**. Namely - your name might be mentioned in-between the text and request for you to do something. If this is the way that someone assigns you to do something it is the same status like if someone would write you a "To" e-mail.
- There are cases when you can't answer the e-mail properly and/or you do not have yet the information requested. **This is normal and happens many times** because of various reasons. In this case, response is expected daily as well with a new date proposed by you, when you would then be bound to answer with a complete answer/information. Please keep up with your dates, the ones **that are set up by you - yourself!** Don't just forget them. Missing e-mails and "lost in translation" handling of them - this is simply not acceptable any more in our business environment,
- It is requested that e-mails are checked at least **every three hours** during the business hours. Rarely meetings take longer. Please use word "Urgent" or "Asap" really **only when it is needed** and that means instant reply is requested. So even faster - if possible - then these Rules define. That means immediately. So please use in "subject" URGENT and ASAP really when it is critical.
- **It is expected that all e-mails received daily latest by 3 PM** need to be checked and possibly answered by 4 PM. (Principles as above apply.) If you are busy and have obligations the whole afternoon and evening, then e-mails are answered **latest by 10 AM the following day**.

- **If you are travelling** you must make sure that the same applies. If it is a business travel, vacation message is not allowed to be switched on (business is also seminar, symposiums, etc.). You all have mobile devices with e-mails check-ups.
- During your holidays only, you are allowed to switch on Vacation message, indicating clearly when exactly do you come back and who (name, surname, phone, e-address) can be urgently contacted instead of you. Also watch out to set it off when you come back to work. Suggestion – set it up for 1 day later than you actually return, since people expect that you follow these rules from the day you put into vacation message. Mind also that person you delegate to be your substitute would not turn on vacation message as well during your absence. If it happens, this comes as a joke to our business partners. Mind this, as it happens often.
- **Important: do not use “all-to-company” e-mails or reply-to-all** e-mail to inform tens of people about insignificant issues. Respect people’s time! E-mails take a lot of our time daily and don’t send e-mails to people if they are really not selected to be part of the discussion.

3. E-mailing on the mobile devices, Skype, Viber, etc.

- Today’s Business environment requires that you equip yourself accordingly to be able to check e-mails and attachments (if you are in your home country) anytime during the day. **All your expensive business smart phones enable this.** This means you must select your mobile subscription plan with your local mobile phone company that has unlimited Mb usage in the local country. When abroad, you **must switch off this function** and check only bodies of the e-mails, otherwise it soon comes to be far too expensive. Your mobile phone bills might be checked randomly.
- 3G, 4G, LTE speed of transitions allow you comfortable Skype and Viber calls, even video ones, so there is no obstacle for a conference also when you are out of the office! Get yourself some good headphones...
- If you already have a suitable device, like Blackberry, iPhone or similar, you have to excel in all mentioned options and comply with all written here. Choose a powerful mobile phone that will suit you best.
- This means definitely not just a device to read the e-mails as suggested once a day, but also it is imperative **to actively answer e-mails** when you are outside and off the office, when you for instance wait hours and hours in a traffic jam, on perhaps a boring meeting or two, etc etc. So **drill yourself** to be a business wise employee with standards about communications that are self-understood per example in US. You also will have more time in the afternoon and in the evenings

☺. **It is not so difficult to write even a longer answer on a mobile device, you must learn! This rule must apply to all your recipients, not ONLY to you bosses...**

- If you have problems with installation or understanding of all this than please ask around or you neighboring colleague to help you.

4. Skype / Viber, etc. free telecommunications.

- It is your **sole responsibility** that you Skype / Viber (**on desktop and on all your phones, I-Pads etc**) account works perfectly:
 - If people complain that you can't be seen as active, or your sounds echoes back, make a new installation of the software immediately, or change the account and register asap.
 - Your account must **be alive at all times when your computer is running (business hours) and on**, check and set this up,
 - Constantly (every 3-4 hours) check if you have missed calls or missed IRC communication,
 - Get used to the IRC; some people still do not know what it is. Ask around if you are unsure and not used to us it. MDs are encouraged to us it daily!
 - You need to install camera for video communication and all Skype/Viber calls are calls with live video as well. If sound is not good enough, buy loudspeakers and amplifier so you would be heard better. This must be installed and turned on at all times.
 - If your phone line is not fast enough, it is maybe that you have too slow connection (order then the fastest one) or your signal comes through the server and network (you have to install separate line just for your computer).
 - Try and test with colleagues the conference call. We use this option to speak three or more of us very often.
- We studied the Skype/Viber client for mobile phones and **it works perfectly, specially Viber, so 3G, 4G LTE calls and wifi of course are imperative at all times.**

5. Dates and timing

- It must be crystal clear that is not acceptable to tolerate constant delays without an excuse. If dates are set (in almost all cases together with you, so you **accepted every one of them**) you must respect them. So judge consciously when you confirm your deadlines. They are binding already when given for the first time.
- If you have serious problem to match the dates, it is expected that you send apologies and explanation soon enough, actually asap you are aware of that fact, and well in advance and **definitely before the due date**. Send it by SMS or e-mail, but make sure it is received. After the due date or even after a reminder sent by one creating a request towards you - it will result in bad evaluation of you work.

- If we start an initiative together in a group, whether caused by outside or inside, it is expected that all participants will help to finish the task. So every job you get, **you (also) are responsible** to finish the task; even if it is a group of people that received the request all together. Don't put down the leadership to be done by someone else. You are the leader as a team player! Usually people wait that someone will bother them once or twice and then they slowly wake up. This is not acceptable! Be pro-active!
(Many people in our group need to significantly improve the tracking of all opened issues, since many things are too many times forgotten and then need to be reminded. Make a list of all duties you need to do and **update it daily**. Write them down in your scheduler!)
- In cases when you have a real problem with no show from people you write, but not too late, CC me (r@rokus.com) in the communication, (also with your colleagues). But only, if there is no reaction on your 1st and only remainder. So the steps should be:
 1. E-mail with a request,
 2. If no answer by 10 AM next business day, 48 hours later Reminder, SMS,
 3. Your superior is CCed about first 2 steps and no answering.

This kind of ignorance is going to be taken extremely seriously.

If you will not report malfunction of these rules by recipient and will back up your colleague who does not comply with the rules, than it is your responsibility for failing of the total performance,
- Apologizing-in-time in many cases solve a lot of problems. Life is complicated and justified reasons for delays happen. But constant repetition of no-show brings superiors to take some harsh measures.
- One final remark: please automatically always report all financial things when in English and Internationally in EUROS.

6. Materials sending within the region

- When sending packages among members of the group the most suitable way should be found price/performance wise. If possible, utilize people from your local office who travel to the designated location.
- When ordering sample books or any other materials the following communication should always take place:
 - Order should include info on how urgently these materials are needed and whether express post must be used.
 - Confirmation of the received order is sent back with the info of when the materials can be shipped and how. It is vital that costs are taken into account before deciding on the way of shipment of these materials and if costs are substantial this is communicated with the one placing the order.

Approval of all is needed! Sometimes alternative methods of shipment can be used (bus, etc.)!

- Latest in 3 days after receiving the order, materials have to be shipped and when that happens, information on time, distributor used and potential invoice attached is sent to the person who ordered the shipment.
- When the shipment arrives this is reported back to the senders with confirmation if all ordered materials were received and if they're all in correct shape.

7. Scheduler / Appointments

- In compliance with above /specially dates and deadlines/, tools can be used to get daily in track with your duties, i. e. not to forget them or even lose some tasks,
- MS Scheduler is mostly what we all have on our devices, or Apple users have similar tool. Beside this, there are several other possibilities or even an opened task bar, or e-mails in construction or... Important it is, that **you have and excel in the time/task management system. Multitasking is the word!**
- Still, after so many years of our discussion about needed diligence, the negligence of systematic written track of duties is detected even with senior managers.
- I noticed several times, that schedulers are half empty, no scheduled calls are written, no jobs to do are put into. This is than not a helping tool, but only a toy. **We have no time to play.**
- It is advised that you put into your scheduler daily:
 - all meetings, inside or outside the company,
 - phone calls and Skype/Viber calls,
 - all recurrent events, calls, meetings, collegiums, weekly sales meetings, etc... Daily, weekly monthly duties,
 - travel plans, hotels with exact addresses, flights with codes, etc.
 - Etc., all hour by hour commitments.
 - **It is also suggested that you use it for personal obligations, than time planning could happen ideally many times a week. Do it and spend time for it.** "Private" events can be market and are not seen.

For MDs, personal assistants should have insight into your daily planning, so they can put or modify everything as above.

- Your mobile devices (I-Pads, smart phones, etc.) should be synchronized with your Scheduler in a timely manner, this than allow you really perfect business environment. Your mobile device should open Word, Excel and PDF files at least. If not yet so far, make it happen now.