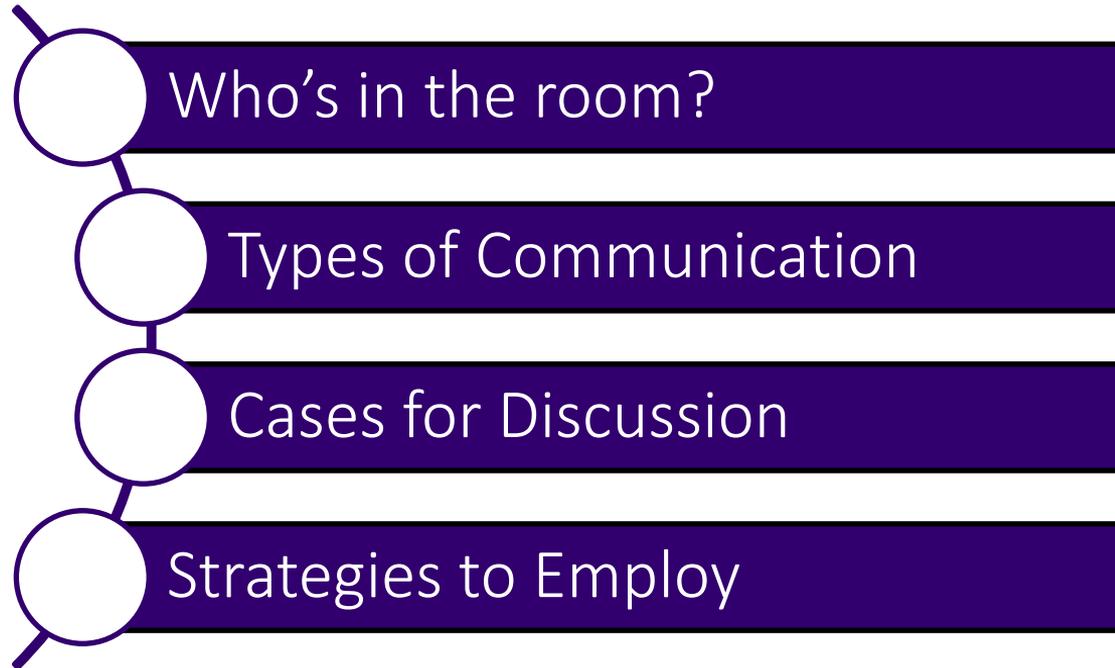


Strategies for Effective Communication

Anne Browning, PhD
Trish Kritek MD, EdM

May 25th, 2021

Our Plan for Today



Who is in the room?

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Where do you work?

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What do you do?

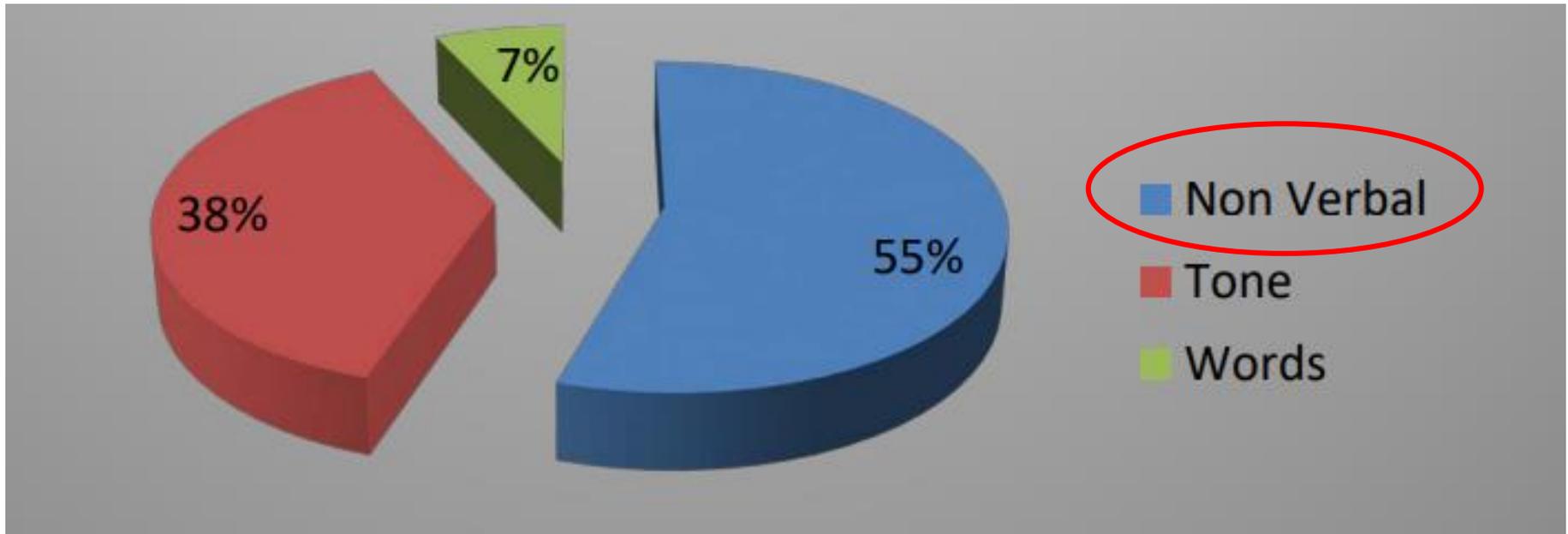
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Modes of Communication

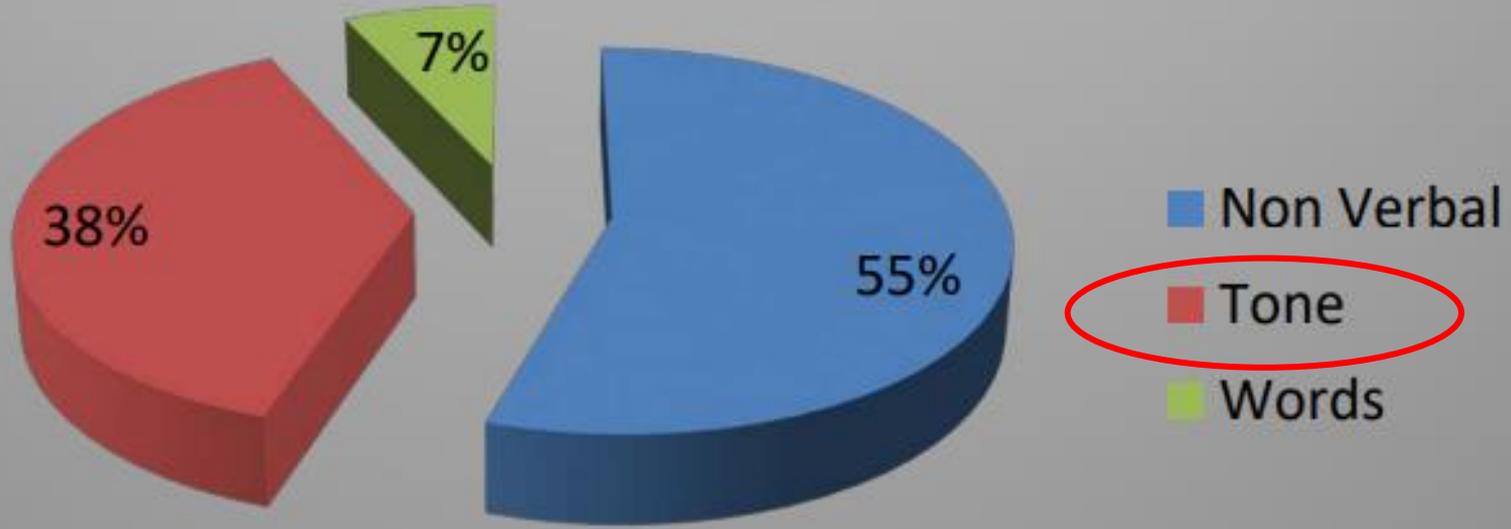
Non-verbal



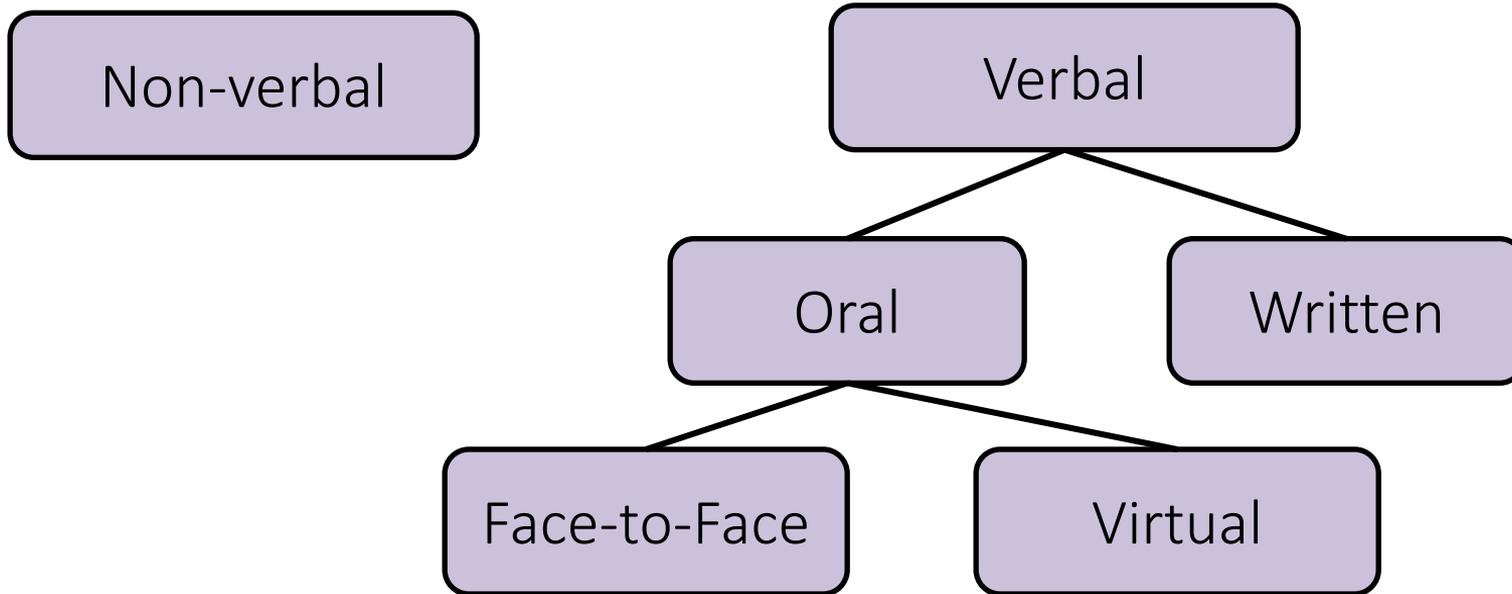
Communication – Reading Body Language



Communication – Tone



Modes of Communication



Purposes of Conversation



1-Way



Cooperative

Discourse

Dialogue

Diatribes

Debate

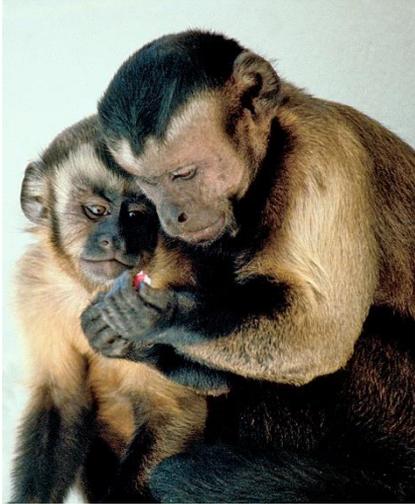
Competitive



2-Way



Dimensions of Communication



Interpersonal



Team



Institution

Case #1

Over the last month, Doug has arrived late to work/class/lab three times. Two colleagues have come to you to talk about challenges they have had working with him including a lack of responsiveness (to emails, requests for help, portions of shared work). You are concerned that this is going to impede his success in his current role.

How do you tell Doug you want to meet?

What is your approach to the discussion?

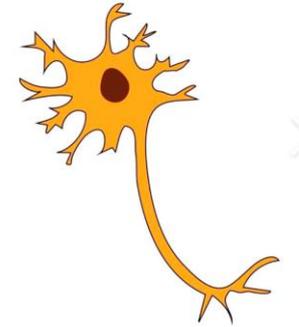
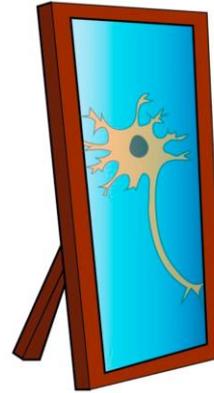
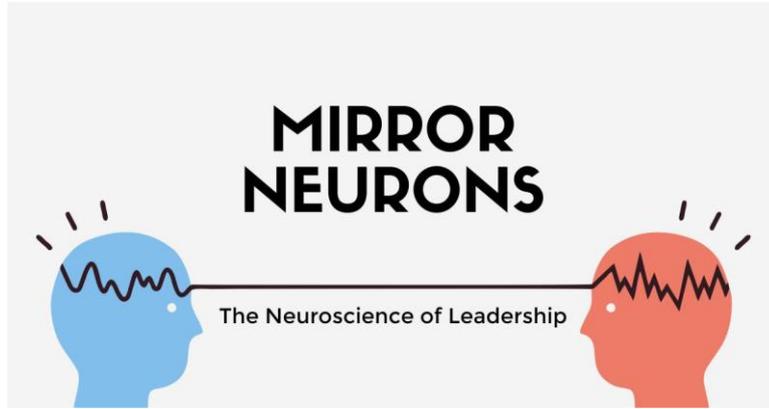
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What emotions come up as you anticipate this potentially challenging conversation?

 Start presenting to display the poll results on this slide.

Mirror neurons are pretty cool

How is our emotional state read by the folks with whom we are interacting?



Calm is just as contagious as panic or fear

Goleman, D., & Boyatzis, R. (2008). Social intelligence and the biology of leadership. *Harvard Business Review*, 86(9), 74-81
Ringleb, A.H., Rock D., & Ancona, C. (2015). Neuroleadership in 2014. *Neuroleadership Journal*, 5, 1-27

Managing Emotions

Between stimulus and response there is a space. In that space is our power to choose our response. In our response lies our growth and our freedom.

-Viktor Frankl

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In your discussion, what themes emerged about how you would approach this discussion?

 Start presenting to display the poll results on this slide.

Purposes of Conversation



1-Way



Cooperative

Discourse

Dialogue

Diatribes

Debate

Competitive



2-Way



Fundamental Attribution Error

We judge ourselves by our intent

We judge others by their behavior

We make up stories about their intent

Most of us tell negative stories

Human Negative Bias

- Teflon & Velcro of compliments and critiques
- 5 to 1 ratio
- Establishing trust



Inference – Observation Confusion

After we guess at people's intent, we forget that our guess, was just a guess



We then treat our guess as if it were a fact



Most of us don't check our stories. We act on guesses

Tips for Better Listening

Suspend
assumptions

Have a spirit of
curiosity –
practice inquiry

Listen, don't
reload

Reflect back
your
understanding



More Tips

Be fully
present

Listen with
your heart

“Is there more you’d like me to hear before I respond to what you are saying?”

Case #2

You are bringing together a new team to work together on a project. You know that a few members of the team are champions of the effort, and a few are much less enthusiastic. You are going to be working together for several months.

How do you start the first meeting?
How do you approach the first discussions?
What are your strategies for ongoing communication?

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How did you plan to start the meeting?

 Start presenting to display the poll results on this slide.

Prep for Effective Meetings

Does this really
need to be a
meeting?

Purposes of Conversation



1-Way



Cooperative

Discourse

Dialogue

Diatribes

Debate

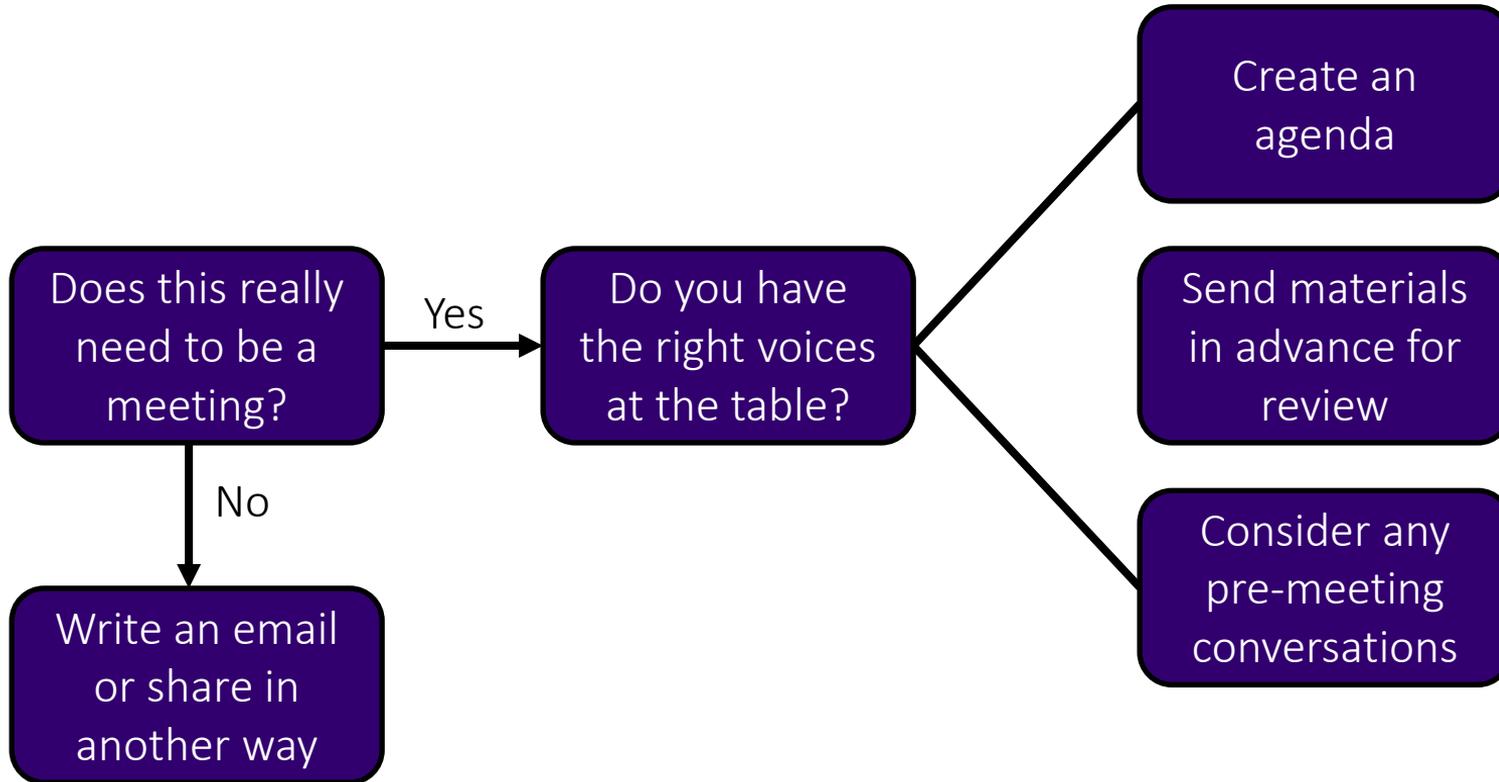
Competitive



2-Way



Prep for Effective Meetings



Sample Agendas

UW Medicine

UW MEDICINE PATIENT SAFETY & QUALITY EXECUTIVE COMMITTEE AGENDA

Date May 13th, 2021
Time 9:00-10:00 AM
Location <https://uw-phi.zoom.us/j/96815061178> Meeting ID: 968 1506 1178
Notes Angelica Perales

Meeting Attendees

<input type="checkbox"/> Lisa Brandenburg	<input type="checkbox"/> Debra Gussin	<input type="checkbox"/> Adam Parcher
<input type="checkbox"/> Theresa Braungardt	<input type="checkbox"/> Cindy Hecker	<input type="checkbox"/> Jamie Park, MD
<input type="checkbox"/> Beth Britt	<input type="checkbox"/> Thomas Hei, MD	<input type="checkbox"/> Marcia Rhodes
<input type="checkbox"/> Todd Burstain, MD	<input type="checkbox"/> Kim Herner, MD	<input type="checkbox"/> Jeff Richey
<input type="checkbox"/> David Byrd, MD	<input type="checkbox"/> Paula Houston	<input type="checkbox"/> Cindy Sayre
<input type="checkbox"/> Chantal Cayo	<input type="checkbox"/> Paul James, MD	<input type="checkbox"/> Anneliese Schleyer, MD (Chair)
<input type="checkbox"/> Lisa Chew, MD	<input type="checkbox"/> Christopher Kim, MD	<input type="checkbox"/> Tom Staiger, MD
<input type="checkbox"/> Jerome Dayao	<input type="checkbox"/> Trish Kritek, MD	<input type="checkbox"/> Lindee Strizich
<input type="checkbox"/> Tim Dellitt, MD	<input type="checkbox"/> Sommer Kleweno Walley	<input type="checkbox"/> Matthew Weber
<input type="checkbox"/> Victoria Fang, MD	<input type="checkbox"/> Nick Meo, MD	<input type="checkbox"/> Jane Yung
<input type="checkbox"/> Tom Gallagher, MD	<input type="checkbox"/> Keri Nasenbeny	<input type="checkbox"/> Sunniva Zaratkiewicz
<input type="checkbox"/> Rick Goss, MD	<input type="checkbox"/> Santiago Neme, MD	

Guests

Steve Fijalka
 Jared Klein, MD
 Greg Terman, MD

1. <i>Call to Order, Approval of Minutes, Announcements</i>	Schleyer	9:00am
2. <i>Opioid Stewardship Committee Update</i>	Fijalka/klein/Terman	9:05am
3. <i>PAF Dashboard Update</i>	Goss	9:30am
4. <i>FY22 PAF Quality Goal Targets</i>	Parcher	9:40am

Medical Emergency Response Committee (MERC)
Meeting
August 7th, 2018
Room 5A 6434

Schedule	Topic	Action	Leader(s)
2:00 – 2:10 PM	Announcements / Approve minutes	Decision making/ Informational	Trish & Sheryl
2:10 – 2:25 PM	Code Blue Debrief Process and Form	Decision making/ Discussion	Group
2:25 – 2:50 PM	Case Reviews	Discussion	Trish & Sheryl

Next Meeting: **September 25th**, 2018 in SA-6434
(August 28th is cancelled)

The Start of a Meeting

Create a space for all voices

Get to know
the people, not
just their
position

Take the
temperature of
the room

Establish
ground rules
for the group

Walk through
your agenda
with priorities

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What were some strategies that you discussed?

 Start presenting to display the poll results on this slide.

Running a Meeting



- Keep track of time and allow needed diversions
- Map out who has contributed & what
- Solicit input from all voices & amplify as needed
- Use silence strategically to allow processing
- Summarize with action items/key take homes

More Skills & Tips

Focus on
shared purpose
and goals

Balance
advocacy with
inquiry

Express
gratitude and
appreciation

Be open to an
alternate
pathway



After the Meeting

Share Discussion

- Minutes
- Summary email
- Individual outreach

Advance the Work

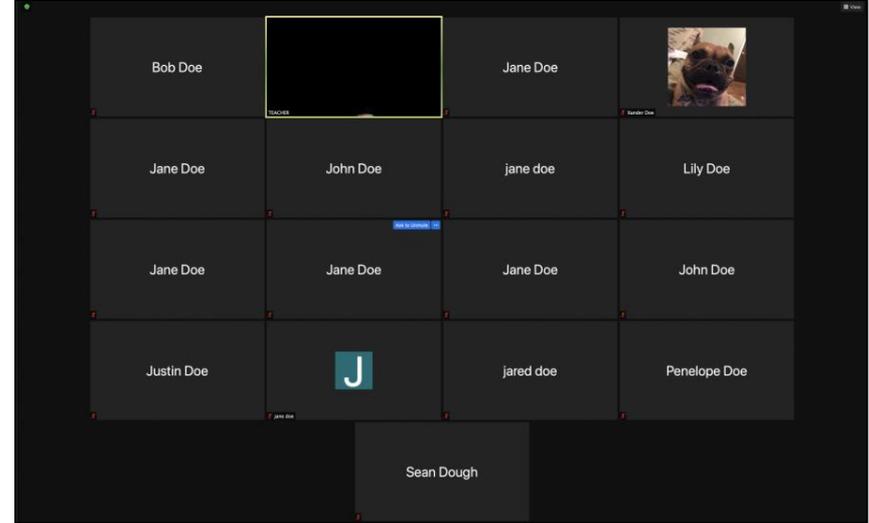
- Action items
- Feedback from larger group

Plan for the Future

- Follow-up on your to-do's
- Plan for next meeting – When? Why?

Most of the work and much of the communication happens between meetings

Tips for Using Zoom



Cameras * Chat * Engagement * Body Language

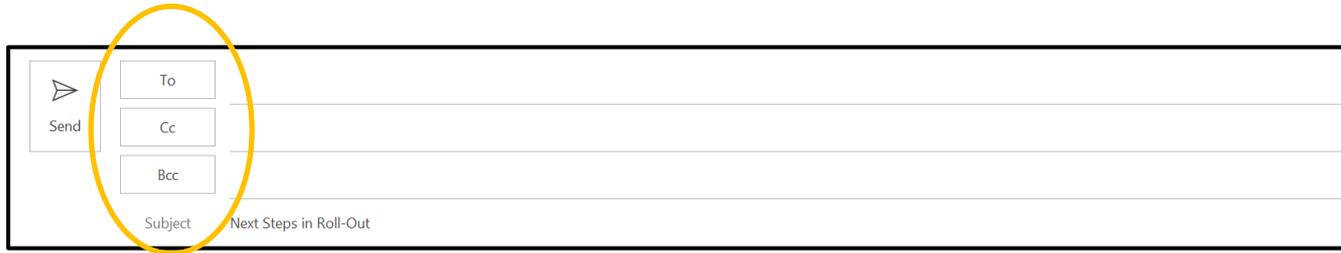
Tips for Using Zoom

Establish ways to check in at the start

Use polling to engage your audience

Do some pre-work/pre-conversation

Tips for Email



A screenshot of an email composition window. The 'To' field is circled in yellow. The 'Send' button is on the left. The 'Subject' field is at the bottom left. The text 'Next Steps in Roll-Out' is visible in the subject line area.



Start a draft
with no names
in the “To” box

Re-read your
draft & seek
input/feedback

Think through
who to include
(or not include)

If it's longer
than a page, it's
too long

A Few More Tips

Start with gratitude → “Thank you”

End with inquiry → “What do you think?”

If it feels “hot” it is probably not an email

Case #3

You are in the midst of a pandemic. There is great uncertainty and change happening nearly daily. You are a leader in an institution where many members of the community are anxious and stressed.

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What is your top priority in communication at
this time?

 Start presenting to display the poll results on this slide.

Purposes of Conversation



1-Way



Cooperative

Discourse

Dialogue

Diatribes

Debate

Competitive



2-Way



The Same Principles Apply

Demonstrate
shared
purpose

Emphasize
transparency

Find a way to
listen

Stay in
dialogue

Express
gratitude

Show up as a
human

Acknowledge
missteps

Take Homes



- Identify goals and type of communication
- Lead with listening and inviting voices
- Employ email and meetings strategically
- Gratitude and inquiry go a long way

Thank you!

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