

Strategies for Effective Communication

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No financial disclosures to share

We ask for your participation in
discussion

Our Plan for Today



- Who's in the room?
- Types of Communication
- Cases for Discussion
- Strategies for communication

Who is in the room?

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Where do you work?

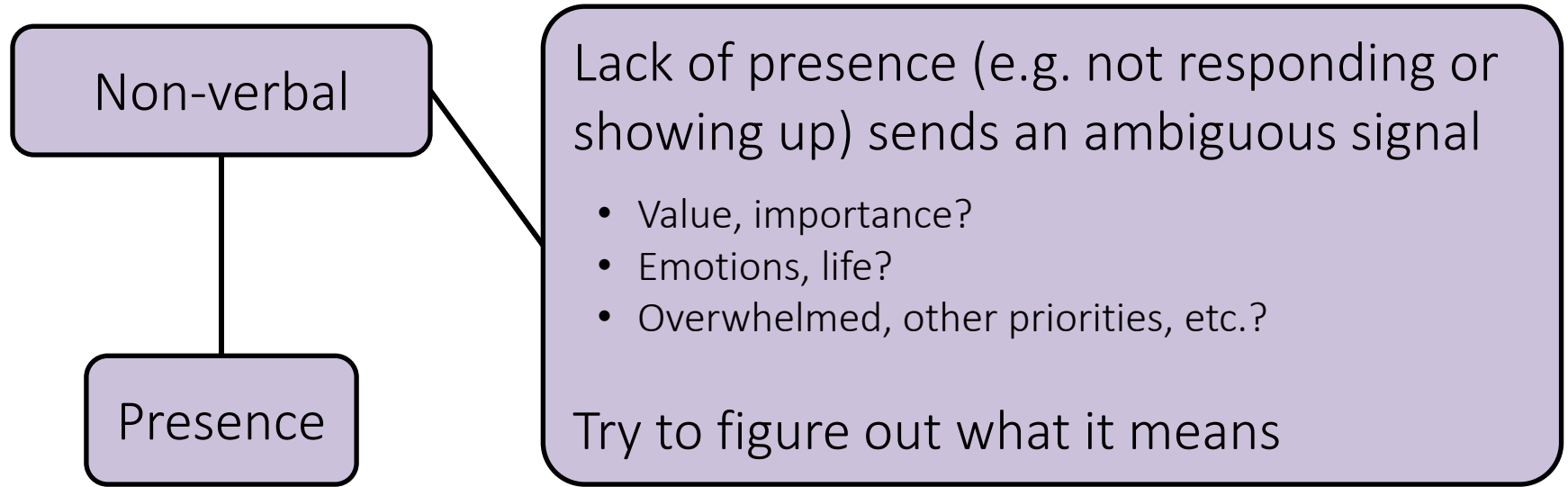
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What do you do?

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Modes of Communication



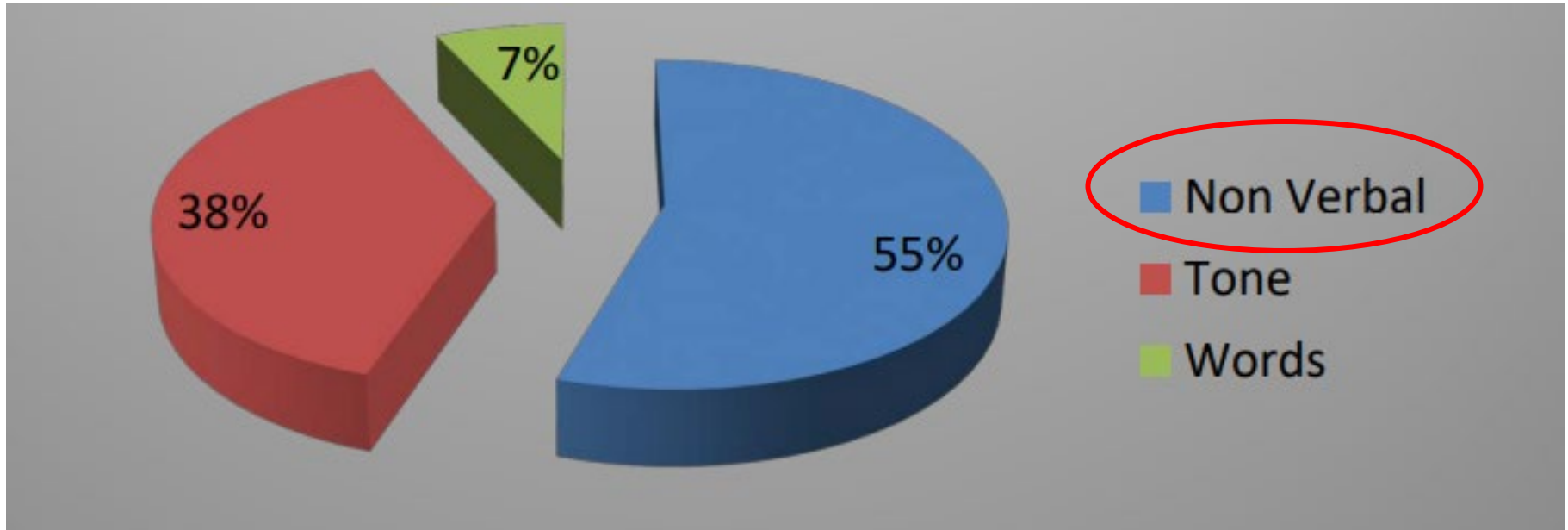
Modes of Communication

Non-verbal

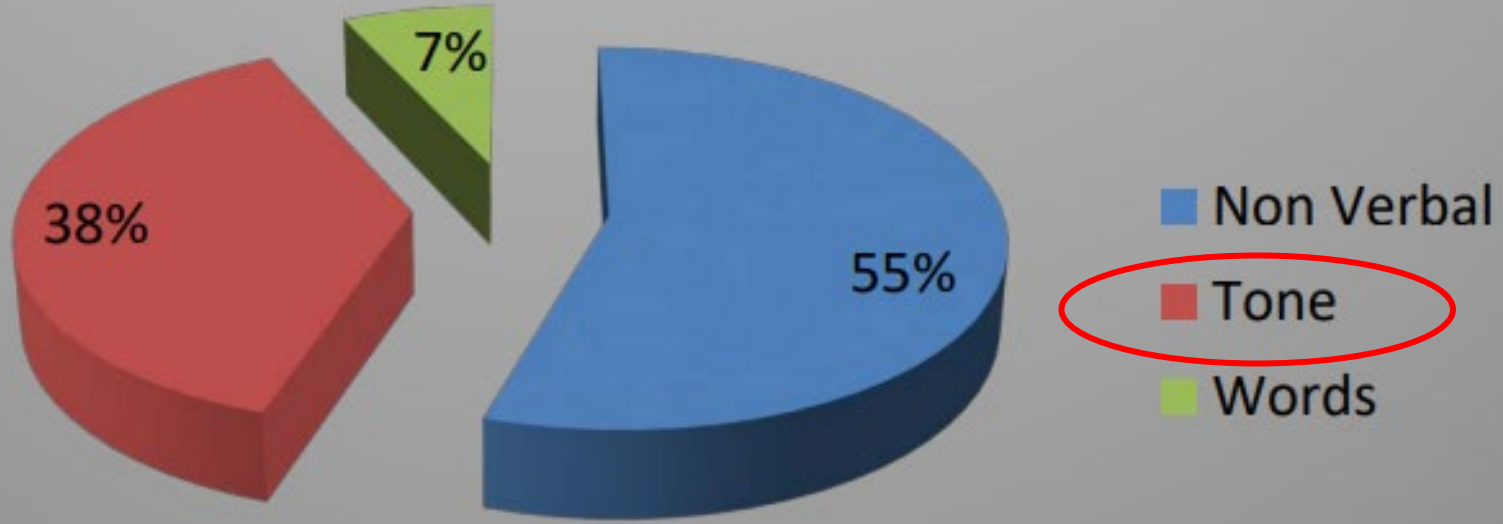
Presence



Communication – Reading Body Language



Communication – Tone

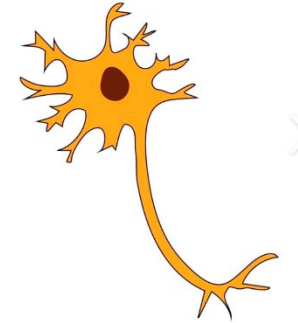
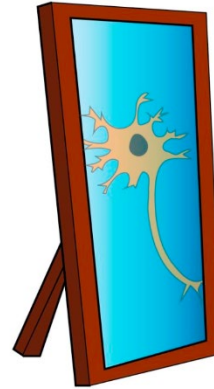
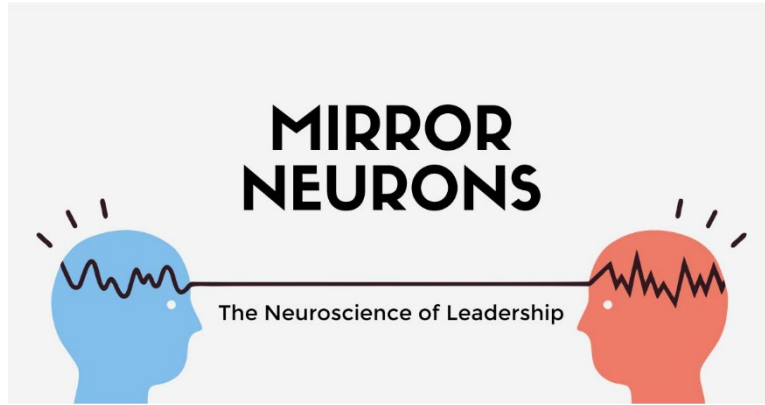


Non-verbal Communication Reflections

- What do you notice about your non-verbal communication when you are experiencing stress? Relaxed or calm?
- How does zoom impact your non-verbal communications?

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.

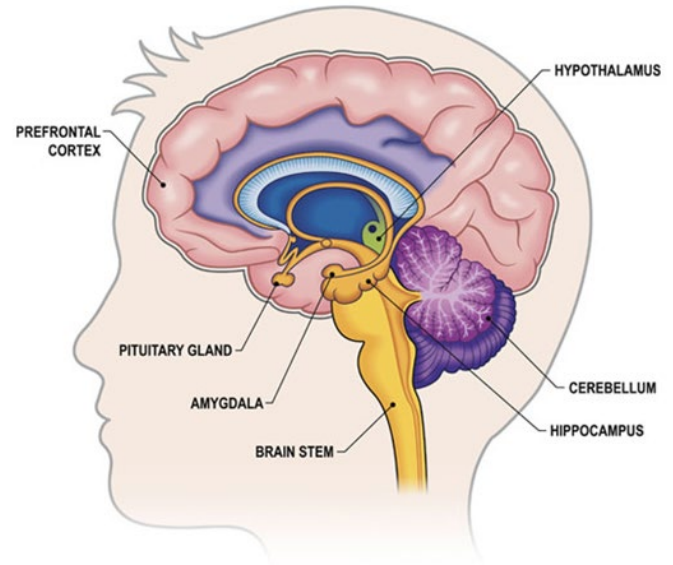
-Viktor Frankl

Managing Emotions: Amygdala Hijacking!

Fight: Self-Critique

Flight: Isolate

Freeze: Rumination

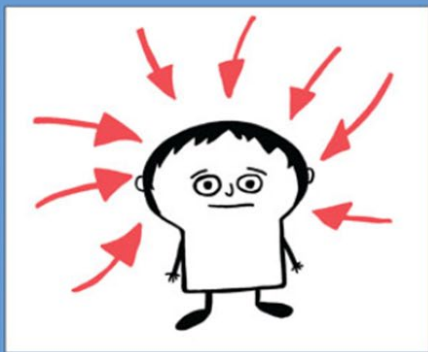


Managing Emotions

If you don't manage your emotions,
they will manage you.



Emotional Intelligence



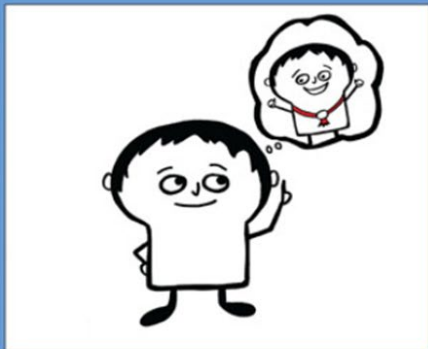
1. Something happens



2. Sense



3. Stop



4. See your best self

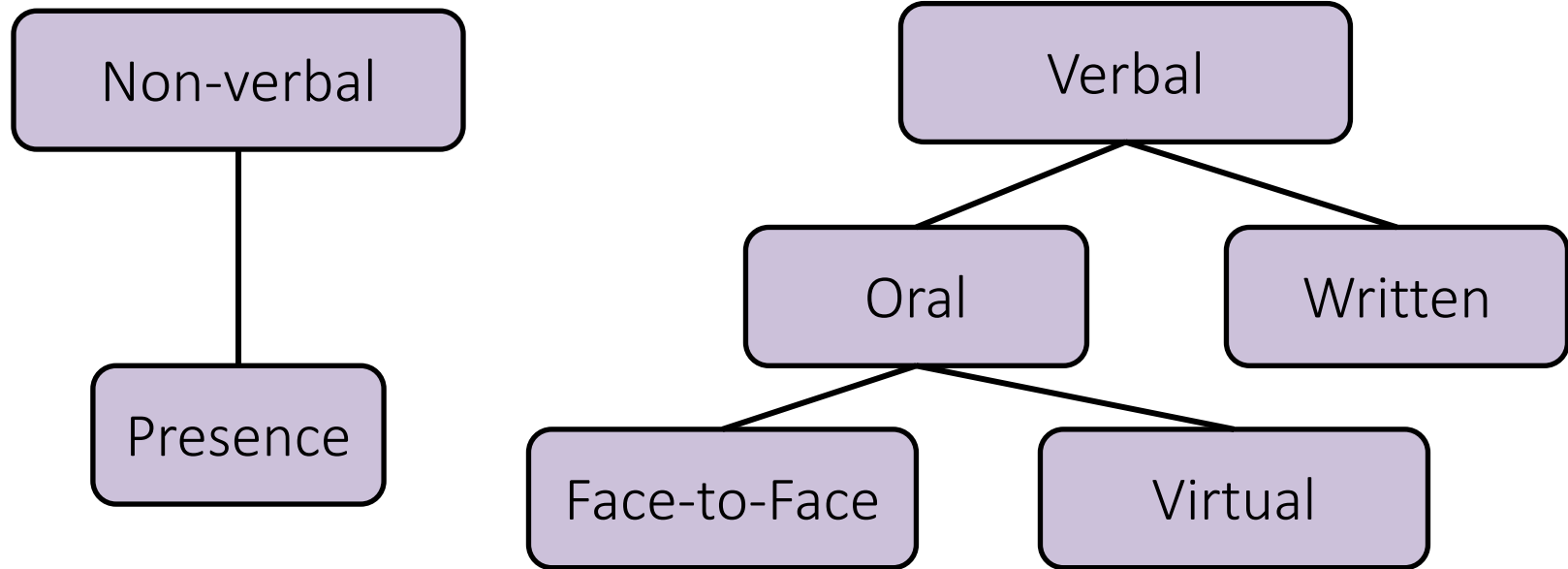


5. Strategize



6. Succeed!

Modes of Communication



Purposes of Conversation



1-Way

Cooperative

Discourse

Dialogue

Diatribes

Debate

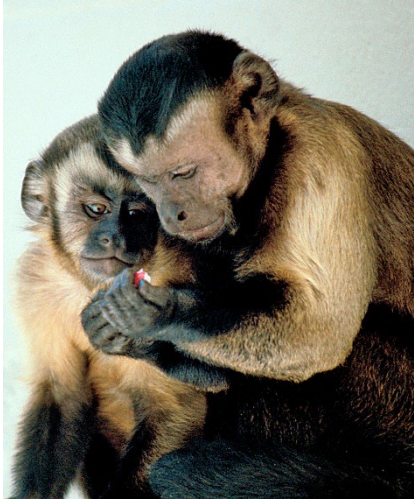
Competitive



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.

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What emotions come up for you as you anticipate this conversation?

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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

Approaches for Better Listening

Suspend
assumptions

Have a spirit of
curiosity –
practice inquiry

Listen, don't
prepare your
response

Reflect back
your
understanding



Listening for Understanding

Be fully
present

Listen with
your heart

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

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

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?


Breakout Discussions

Introduce yourselves to each other

Talk through the two questions – 10 minutes

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

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BREAK

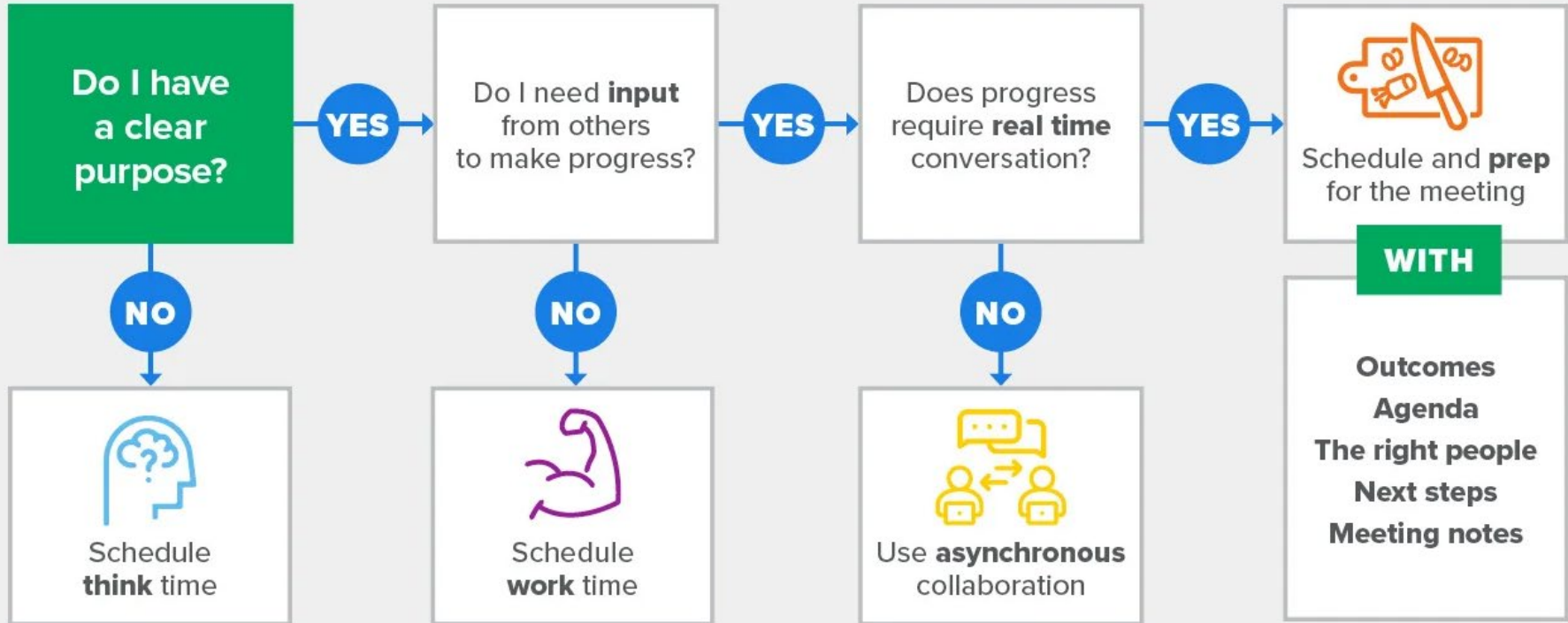


Interpersonal to Team Communication

Leading Effective Meetings

Meeting Preparation

START HERE



Function of a Meeting

- Defines the team or working group
- The place where a group revises, updates, & adds to what it knows
- (More than just) a shared mental model
- Understand the collective goals, facilitators, & barriers
- Commitment to decisions, clarity of purpose, next steps

I SURVIVED ANOTHER
MEETING THAT SHOULD
HAVE BEEN AN EMAIL

The Agenda

- Key people invited
 - Who is missing? OOO dates?
- Clear purpose & structure
 - time allocated?
 - informational, discussion, or action/decision?
 - Minimal informational agenda items → email
- Assign roles *before* the meeting
- Standing committee meetings: charter
 - Defines scope, objectives, “the ask”



TRIAD Exec Committee Meeting
Friday, October 27, 2023
8:30am-9:20 am PST

TRIAD Exec Meeting Agenda

8:30am	Welcome Larry Kessler, MD
8:35am-9:15am	TRIAD Discussion/Updates <ul style="list-style-type: none">• Site Status Update (DePaoli)• PCORI Report Update (DePaoli)• ACS Discussion Follow-Up (Davidson)• New TRIAD Reports (DePaoli/Monsell)
9:15am-9:20am	What's Next Sara DePaoli

Hello,

We have our next OFA Small Group Meeting tomorrow Tuesday 9/19/2023 from 1:00-1:50pm. Please let me know if you have any items you would like to add to the agenda.

This will be a hybrid meeting – we hope you can join us in person in F-224 but we will also have the zoom link open.

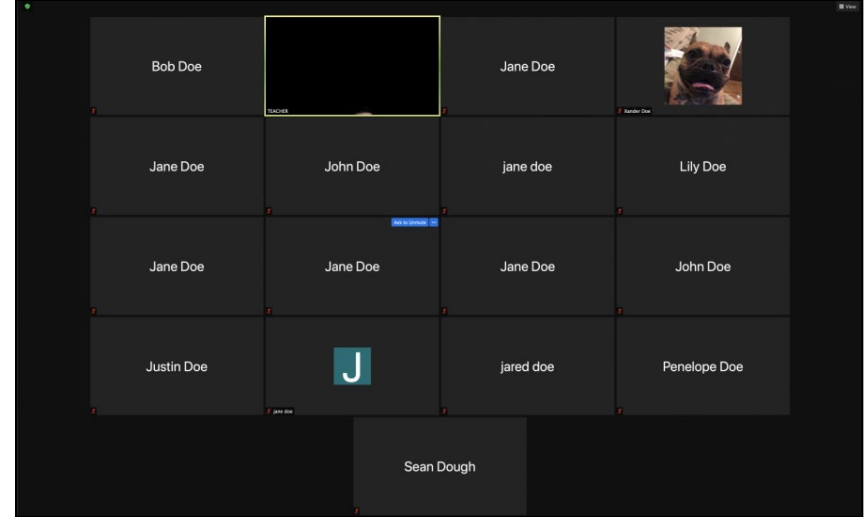
Thank you!

Kat McGhee Drummond

The Rules

- Start on time
- Never go over time
- Make meetings inclusive
 - Check ins
 - Prep for questions from *groups* of individuals
 - Use silence (8 seconds)
 - Use break out groups (zoom breakout rooms), slido
- Minutes: Action/Decisions, Accountability, Next Steps (next meeting)
 - Who will do what by when?

Improving Virtual Meeting Spaces



Cameras * Chat * Engagement * Body Language

Enhancing Virtual Engagement

Establish ways to check in at the start

Use polling to engage your audience

Do some pre-work/pre-conversation

Meeting Culture

When the meeting's almost over, but someone keeps asking questions...



- Free team members to step away
 - Respect time, roles, deadlines
- Set meeting expectations & coach your team
- Strategically use “working meetings”
 - Clarity in agenda
- Invite mentees to the table
- Consider the meeting before the meeting
- Lift others up
- Strategize before the meeting

Case #2

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 many are skeptical or less enthusiastic.

You are going to be working together for several months.

Consider the prework that can be/should be done before the 1st meeting to help make it successful.

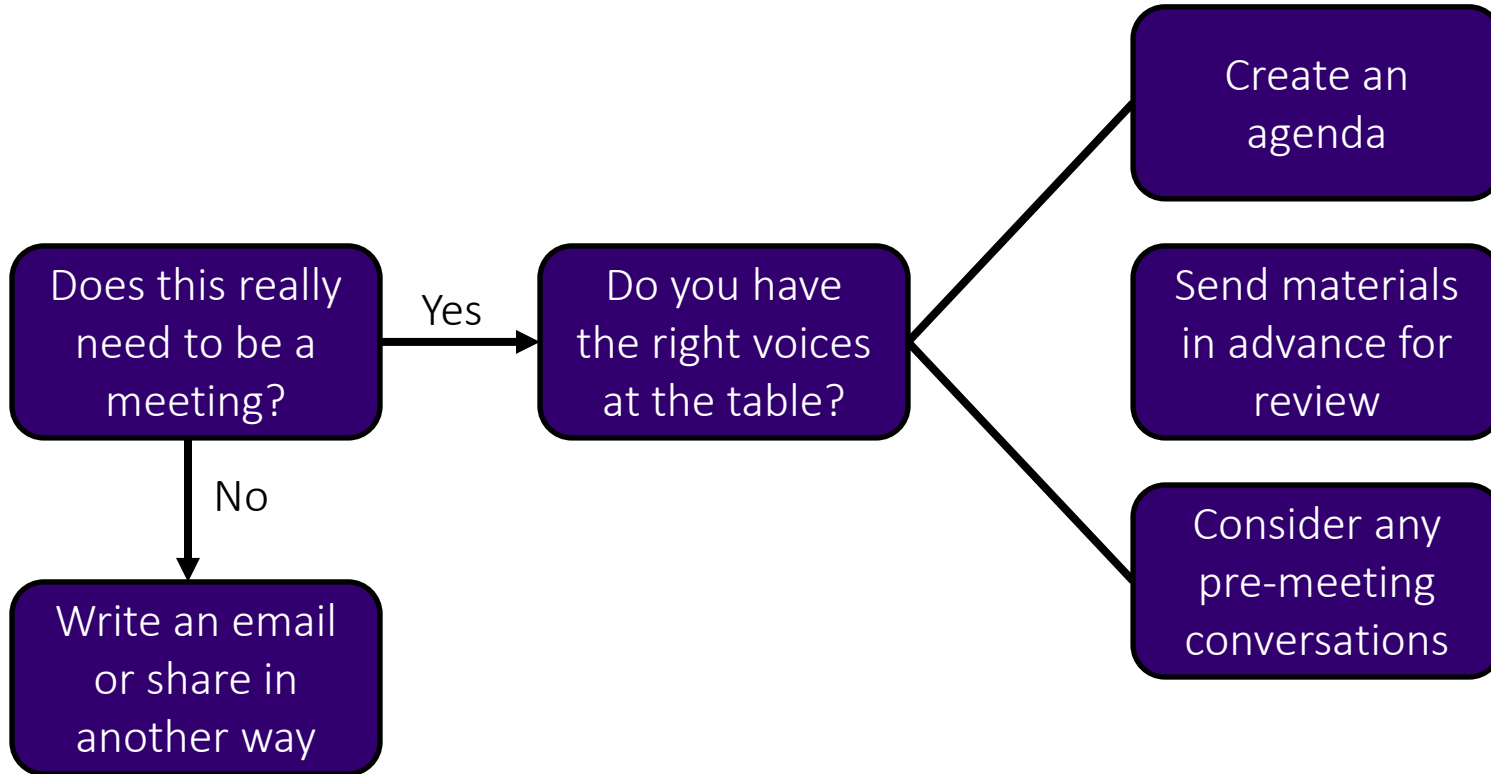
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What prework ideas do you have to help make
your first meeting successful?



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Prep for Effective Meetings



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

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
- Blocking time for follow up


Slido Discussion

Back to our case:
Following your first meeting you've found that as expected,
there are divergent opinions.

What are your strategies for engaging all members
during meetings?

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What were some strategies to engage all members that you discussed?

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Divergent Opinions

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

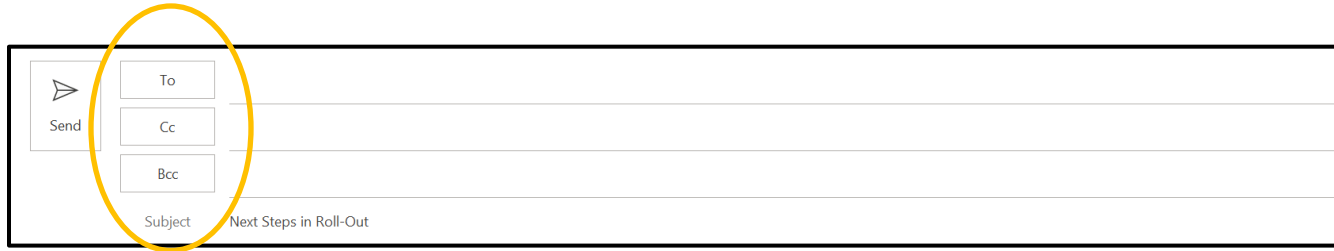
- Action items
- Feedback from larger group

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

Email



The image shows a screenshot of an email composition interface. On the left, there is a 'Send' button with a paper plane icon. To its right are three input fields labeled 'To', 'Cc', and 'Bcc'. These three fields are enclosed in a yellow oval. Below these fields is a 'Subject' field. To the right of the 'Subject' field, the text 'Next Steps in Roll-Out' is visible. The rest of the email body is a large, empty white 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

Follow-up Communication by Email

Start with gratitude → “Thank you”

End with inquiry → “What do you think?”

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

Take Homes



- The majority of communication is non-verbal
- Identify goals and type of communication
- Begin by identifying goals and type of communication
- Lead with curiosity – listen and invite voices
- Employ email and meetings strategically
- Gratitude and inquiry go a long way

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What's your top takeaway?

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Thank you!

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