EVENT NAME
Lead Strong LIVEcast: Lunch with Leaders
EVENT DATE: THURSDAY, 29 JULY 2021
EVENT BY: MTP 4

EVENT CHAT

[2021-07-29 11:45:36] [Gretchen Kolb] Thanks for joining today’s Lunch with Leader’s session on “Five Steps for Improving Internal Communications”. We will get started promptly at noon.

[2021-07-29 12:00:58] [Gretchen Kolb] The recording for this session, other resources and presentations are available via Lead Strong at: https://www.med.upenn.edu/uphscovid19education/lead-strong.html

[2021-07-29 12:02:51] [Gretchen Kolb] If you want to see whose hidden talent is singing like Alvin and Chipmunks, tune in!

[2021-07-29 12:03:11] [Gretchen Kolb] Tools and Resources for Building a Feedback Rich Environment:
- Essentials: https://performancemanager4.successfactors.com/sf/learning?destUrl=https%3a%2f%2fupenn%2eplateau%2ecom%2flearning%2fuser%2fdeeplink%5fredirect%2ejsp%3flinkId%3dITEM%5fDETAILS%26compone
ntl%3dHS%2e30001%2eITEM%2eTALENT101%26componentTypeID%3dCOURSE%26revisionDate%3d1538158560000%26fromSF%3dY&company=71508P

[2021-07-29 12:03:29] [Gretchen Kolb] Using Behavioral Competencies for Development Planning and Interviewing:
- https://performancemanager4.successfactors.com/sf/learning?destUrl=https%3a%2f%2fupenn%2eplateau%2ecom%2flearning%2fuser%2fdeeplink%5fredirect%2ejsp%3flinkId%3dITEM%5fDETAILS%26compone
ntl%3dHS%2e30001%2eITEM%2eTALENT103%26componentTypeID%3dCOURSE%26revisionDate%3d1548352000000%26fromSF%3dY&company=71508P


[2021-07-29 12:03:56] [Craig Loundas] Great opportunity to learn virtually!!!


[2021-07-29 12:04:03] [Gretchen Kolb] And free!

[2021-07-29 12:04:38] [Gretchen Kolb] Text 72908 to 215-398-6728


[2021-07-29 12:04:51] [Gretchen Kolb] or Login at https://upenn.cloud-cme.com and enter the event code via My CE/CME >> Claim Credit

[2021-07-29 12:05:07] [Gretchen Kolb] For questions, please contact penncme@pennmedicine.upenn.edu

[2021-07-29 12:05:20] [sonja] These sound like Great upcoming events!

[2021-07-29 12:05:21] [Gretchen Kolb] I am waiting so I can binge the season!

[2021-07-29 12:05:43] [Grace Lynam] Loveeee Ted Lasso!!!!

[2021-07-29 12:05:47] [Roseann Wu] FYI getting a text message back that this code is not working due to missing documentation.

[2021-07-29 12:06:14] [Elizabeth Wentzel] Ted Lasso is amazing--I’m not surprised there are so many fans in this program! So many applicable messages.

[2021-07-29 12:06:57] [Gretchen Kolb] text “pennmedicine918” to “22333”

[2021-07-29 12:07:07] [Gretchen Kolb] If you are on your computer, you can also click on the link on chat https://PollEv.com/pennmedicine918

[2021-07-29 12:09:21] [Rich Papletti] Super

[2021-07-29 12:09:48] [Gretchen Kolb] Think about the strongest communicator you ever worked with/for. What did he/she do to have an impact?
Think about the worst communicator you’ve worked with/for. What did he/she do or didn’t do?

- Actually Listen
- Strongest – listened
- Best - was direct and did not varnish the truth, even if painful
- Strongest - transparent and empowering
- Transparency and empathetic
- The worst - talks over you, microaggressions, gaslighting
- Strong- listened/encourages
- Open & honest
- Positive, engaging attitude
- Strong: active listener
- worst- lack of feedback or support
- Positive: Provide background for understanding
- I wanted to participate but was not clear on the instructions. 😩😩
- Best – always listened to my ideas even if not adopted. Listened even if I was just venting.
- Active listening and following through
- responsive
- weakest/most challenging: made a lot of assumption about intent.
- valued my input regardless of a hierarchy
- listen- offer support - great leadership
- strongest -- Honest, good listener
- Strongest - listened and empowered others
- Worst - did not communicate, left me feeling off to the side, alone
- great = transparency and open minded communicator
- works: consistency/follows through
- Strong: always makes time and listens
- What works: set a vision and give context
- failure to course correct - waited until off course then yelled about it!
- strongest communicator: never assumed we knew anything, explained everything, asked for feedback
- Strong communicator actively listened and asked questions to clarify the message.
- Worst- micromanager
- worst- micromanaged and gossip
- Strongest-open to listen, listen to actually hear, speaks directly and asks for feedback
- worst: gaslights and constantly puts you down.
- transparent and receptive/approachable
- weakest communicator: never asked for feedback, did not give credit when credit was due
- worst - passive-aggressive, lack of self-awareness; uninformed
- got back me with answers to questions, feedback,
- Worst: talked constantly despite asking for input
- Super micromanaged
- Keep it coming, these are some great examples!
- Did not work: bad listener_INTERRUPTED constantly/answered before question was asked and not open to any ideas
[2021-07-29 12:12:09] [Kim] Worst - having to figure out what is happening with the team by guessing even when questions are asked directly.


[2021-07-29 12:12:21] [Bob Weidner] worst - asked for input and quickly dismissed it if it didn't "fit".

[2021-07-29 12:12:30] [Jen Rader] I love BLUF!

[2021-07-29 12:12:30] [Donna Rugh] Worst: lacked emotional intelligence, could not "read the room", interrupted discussion to push own agenda.

[2021-07-29 12:12:52] [Gretchen Kolb] Shout out to John W!

[2021-07-29 12:12:58] [Jessie] love BLUF.

[2021-07-29 12:13:11] [Margaret Higgins] BLUF - love it! Answers a lot of problems with communication with superiors.


[2021-07-29 12:13:18] [dinah] No fluff in BLUF.

[2021-07-29 12:13:24] [Bob Weidner] Only 30 % on email surprises me.


[2021-07-29 12:14:40] [Kay Nichols-Wolfe] 7 times, 7 ways.

[2021-07-29 12:16:38] [Sheila Kempf] these are the best top 5!

[2021-07-29 12:17:04] [Kim] Agree - don't like Teams chat!

[2021-07-29 12:17:29] [Lauren] we do! It is great to revisit what platforms work best for communication.

[2021-07-29 12:17:31] [Gretchen Kolb] Are engagement and communication correlated in your mind? If so, how do you drive engagement through communication? What are the communication strategies that you have used to inspire, motivate and empower others?

[2021-07-29 12:17:36] [dinah] Go Debbie!

[2021-07-29 12:17:59] [Lauren] yes, wish I could generate communication, but often it is hard to be heard.

[2021-07-29 12:18:04] [Lisa Coleman] always introducing myself when I go into a room.

[2021-07-29 12:18:07] [shannon donahue] WOOT WOOT GO SARAH!!

[2021-07-29 12:18:19] [Jessica] Yes engagement and communication correlate because it demonstrates that your manager also is engaged in your success.

[2021-07-29 12:18:34] [Cristine Hutchinson] staff needs to feel heard, and that all perspectives are being weighed in for decision making.

[2021-07-29 12:18:36] [katherine major] make communication fun- start and finish with a quick joke or recognition of staff.


[2021-07-29 12:19:34] [Marialaina] So good to see you Sarah! It's been too long.

[2021-07-29 12:19:50] [Peter Ranere] The worst communication from a manager stands out in my mind even thought it happened over 15 years ago. At the time I had only worked for this person for about two weeks and he stepped into my office, asked me to do something and then, really sarcastically said, "I mean, if you feel like it". That came completely out of left field and to this day I can only assume he just didn't like me(?).

[2021-07-29 12:20:12] [Susan Foster] Agree....read the room; put folks at ease and be honest and forthright.

[2021-07-29 12:20:17] [dinah] A little more in depth about knowing your audience, but a concept that's important to be familiar with: https://www.pennmedicine.org/news/news-blog/2021/may/honing-cultural-humility-skills-can-improve-health-care-as-a-whole

[2021-07-29 12:20:18] [Susan Foster] Jokes help!

[2021-07-29 12:20:23] [Sheila Kempf] go to staff on their time, not yours. visit night shift at night,(not 6:30 am or 7am) respect their life style, they are totally engaged! and want to hear from you and share....


[2021-07-29 12:22:25] [Susan Foster] Sarah is a masterful communicator!! She has taught me soooo much!
Sarah’s strong communication skills make it a pleasure to work with her. You always leave the encounter feeling valued and listened to.

Although I believe in BLUF, must be delivered with respect to the recipients. Would love to hear comments from the panel.

PMA Change Management Stakeholder Analysis:

PMA Change Management Communication Plan:

PMA Change Management Communication Guide:

Broad email communication is just 1 out of the 7 ways you need to reach people...

All these resources and more can be found on the PMA Change Site: http://pennpointplus.uphs.upenn.edu/sites/PMA/ChngMgmtPenn/SitePages/Home.aspx

Thoughts that you have on picking your communication channel / tool? Tips for not over-relying on email for communicating?

I have rediscovered the phone for 1:1 communication - not just relying on email.

I try to be mindful of high volume times if sending an important message that requires action-I tend to avoid emailing Friday afternoon (if I can help it) and sending Monday once people have been able to get to their weekend inbox.

I joined a new team that was already using things like Slack which I hated at first but I knew that I had to adapt to them since they liked it.

If I am emailing one person, after a few I will pick up the phone. Hearing someone’s voice makes a difference

LOL, yes!

I try to be mindful of high volume times if sending an important message that requires action-I tend to avoid emailing Friday afternoon (if I can help it) and sending Monday once people have been able to get to their weekend inbox.

but these phone comments are making me laugh... please at least text me a warning first! 😊

The expectation of how often we should check email is also taxing/unreasonable. How can you focus on what you are working on? Some managers should be a little more flexible.

Phone and in person is so much better. Some of my best meetings happen outside (fresh air and in-person).

I know Ashlie -- someone called me the other day out of the blue and it was jarring!
Certainly information should be delivered in person and not electronically. Important to anticipate potential impact on the recipient.

The success of PMAH switching to remote work was the intense focus on communication---verbal worked best!

always like to communicate by phone or in-person then follow-up by email to summarize the discussion.

yes I love to summarize a call with an email

I agree with that Lester

always difficult to interpret tone and elaborate on discussion point over email.

rule of thumb: after 3rd email repeating same issue - time to pick up the phone.

If I do not answer my email my phone rings.

Agreed Bob - or if you are writing more than 1 - 2 short paragraphs

Thanks!

I use time blocking

we have tried to do the following:

1- if you are only cc'ed, it means you do not need to respond
2- if something is actually urgent, make that clear in the subject line this has helped a lot!

Agree with Bob...whether text or email, if it takes more than 3; set aside 15-minutes

Appreciating that many of us are going from virtual meeting to virtual meeting, with little to no time in between, rather than dive in to the content immediately, it’s nice to start each meeting asking how each person is doing, asking about their weekend, etc.... then transitioning into the topic at hand. I find this helps people open up and the discussions are far more productive.

Great idea Kyle

PMA has some tips for leading successfully virtually, including attention to non verbal clues here: https://rise.articulate.com/share/eHQwuSY_yLceprZsD4CQ2OnAra_A3-y4#

We have similar tips for virtual meetings: https://rise.articulate.com/share/kCkCssCaem8sRASiypB_tPXeVsQCIM4T

Being present matters.

problem with virtual meetings is that individuals do not turn on their camera

Being engaged is so important. It is so tempting to multitask.

yes. it feels better when we all have cameras on, but people feel like it is invasive. How do we convince more people to turn cameras on?

and yes, tempting to multitask when you are getting outlook/slack/teams pop ups during a zoom call.

even this chat is a kind of multitasking that would not happen if we were in person.

How do you find time to be intentional about your communication?

Barbara Dudek] be concise. identify the subject and expectation early....i guess i’ve being done bluf without knowing it!

Preparation and mindfulness about the subject.

I lead by example and always have my camera on. My team models my behavior in that I’ve never had to demand that from them.

absolutely agree, Sarah

If you don’t take the time, It costs much more time later with the impacts of the lack of clarity.
[2021-07-29 12:39:15] [shannon donahue] Good point Sarah! Mindfulness is HUGE
[2021-07-29 12:39:17] [dinah] Planning up front so the "lift" is easier when you execute will help
immensely.
[2021-07-29 12:39:18] [Lisa Coleman] literally scheduling time to send "checking up on you" messages. You make time for what's important to you
[2021-07-29 12:39:18] [Susan Foster] Yes indeed Sarah....
[2021-07-29 12:39:20] [Gretchen Kolb] Have a colleague review for feedback
[2021-07-29 12:39:28] [Cristine Hutchinson] plan ahead, build time in your schedule, and think ahead about
the message
[2021-07-29 12:39:41] [Jen Rader] Agree Sarah! Check yourself before you wreck yourself!
[2021-07-29 12:39:42] [Kyle Garrett] Ask questions... sometimes your audience will help you cut down on
the necessary content to share by letting you know what they already know. This also improves their
experience, as they aren't reading information they find to be redundant.
[2021-07-29 12:39:44] [Lester Lledo] perhaps using virtual background when attending virtual meetings
from home...otherwise, it is supposed to feel as close to in-person meetings....but easy when not directly
involved in presenting at meetings and not having your camera on to not pay attention
[2021-07-29 12:40:10] [dinah] Thanks, Cindy! :)
[2021-07-29 12:40:16] [Chris] Give time to reflect after delivering the message
[2021-07-29 12:41:00] [dinah] Final set of eyes (FSOE)...have someone review your stuff. Often times
we're too close to the stuff we've been working on for days/weeks/months.
[2021-07-29 12:41:46] [Lisa Coleman] That's exactly what I typed...I think my message was missed 😊
[2021-07-29 12:42:23] [Mercia ] I believe that in whatever form or forum of communication - it has to be
done with kindness and respect. One can still be authoritative while maintaining kindness and respect
[2021-07-29 12:42:42] [Bob Weidner] Tell your audience the intent of communication 1.Informing 2 need
feedback,3 want to brainstorm this
[2021-07-29 12:42:43] [dinah] Just being a model for good communication goes a long way. Debbie does
that every day.
[2021-07-29 12:43:17] [dinah] Yes, Sarah -- it's clear from your "fans" that you are influencing them.
[2021-07-29 12:43:27] [Lester Lledo] agree with Sean about preparation...important to also know your
audience or participants and how the information will be best received/heard
[2021-07-29 12:44:32] [dinah] Developing key messages is an undervalued exercise and not just for
professional communicators!
[2021-07-29 12:44:52] [Robert Bacon] We have departmental staff brown bag meetings. All staff are
required to periodically prepare and deliver a clinical topic to the department
[2021-07-29 12:46:42] [Kay Nichols-Wolfe] I encourage my team to try new things, and to understand that
new processes are always a trial and can be tweaked or improved. I don't criticize if these things don't
work out - I am appreciative of new ideas and approaches.
[2021-07-29 12:48:54] [Gretchen Kolb] I agree Debbie, important to solicit two way feedback!
[2021-07-29 12:49:30] [dinah] Asking for feedback shows that you're human, you're not perfect, and are
open to improving.
[2021-07-29 12:49:36] [Gretchen Kolb] And PMA has a tool for that!
http://pennpointplus.uphs.upenn.edu/sites/PMA/Talent/Documents/Soliciting%20Feedback.pdf
[2021-07-29 12:51:45] [Gretchen Kolb] Linked InLearning has many courses on communication as well:
https://www.linkedin.com/learning/communication-tips/welcome-to-the-series?u=2262250
[2021-07-29 12:52:17] [Noelle Banks] I agree with Sara and having a mentor
[2021-07-29 12:52:26] [Gretchen Kolb] Looking for a mentor?
[2021-07-29 12:53:16] [dinah] Debbie, I totally concur with that!
[2021-07-29 12:53:25] [dinah] I was intimidated.
[2021-07-29 12:53:44] [shannon donahue] ;)
Sarah - I love the feedback about being pushed by a mentor to try new things that they know you are qualified for! Sometimes it's hard to see those opportunities for yourself.

Thanks for sharing Debbie. I feel the same.

Cristine Hutchinson] love art into medicine career path! offers unique creativity!

Love that!

haha I'm afraid of bees!

I always wanted to be a bee keeper!

Oh how cool!

cool!!

love art into medicine career path! offers unique creativity!

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You can also download the event series to your outlook calendar from the website.

this was fantastic!

Sean I used to keep bees as well

Debbie I will look for you on the Eli!

thank you to all the presenters!

So helpful! Thanks.

Awesome session! Thank you!

dont miss us too much in August, watch our reruns!

This was great. Thank you all!

Karen] Thank you!

Barbara Dudek] thank you!

Casey Templin] thanks!

Bob Weidner] TY

We value your feedback. Please complete this brief survey to let us know how we could improve these sessions.


Very helpful- thank you!

Such a diverse group!!!

thank you, all!

Thank you!

thank you!

Thank up all so much! This was so helpful!

all very interesting, thank you!

Great session!

September 9th, Mark Your Calendars

Very good talk and useful tips!

We value your feedback. Please complete this brief survey to let us know how we could improve these sessions.


Thank you all! Great session.

Yes, Cindy! First a break, then a breakthrough. Love it!

Thank you, this was very helpful!

Thank you for these sessions!!!

Thank you all. This was very enlightening. So much food for thought.

Dont forget to leave the poll!

This was awesome. Love the elevation of this topic. Selfishly, it will help go along way.

Thank you! Great and informative hour!!

*a long

Thank you!
PRIVATE CHAT

CHAT WITH: Casey O'Neill
[2021-07-29 11:54:42] [AV Bunmi] what time do they usually start 11
[2021-07-29 11:54:47] [AV Bunmi] ;58
[2021-07-29 11:55:08] [Casey O'Neill] live at 12pm. i will share screen at 11:55am.
[2021-07-29 11:55:25] [AV Bunmi] okay thank you
[2021-07-29 11:55:29] [Casey O'Neill] you can start live recording shortly after, but Cindy won't start show until 12

CHAT WITH: Young Un Cho
[2021-07-29 12:10:52] [Young Un Cho] Hi, I'm not sure who Shannon is who joined as a presenter.. would you make sure that she stays muted.. Thank you!
[2021-07-29 12:11:29] [AV Bunmi] i can kick her out
[2021-07-29 12:12:09] [Young Un Cho] I think that's ok.. as long as she doesnt come on :)
[2021-07-29 12:12:17] [AV Bunmi] okay
[2021-07-29 12:21:10] [Young Un Cho] Hi, Sarah's voice seems a little broken.. is it ok.. could be just me..
[2021-07-29 12:25:06] [AV Bunmi] she could try her headphones but it might not be a smooth trasition since we are live.
[2021-07-29 12:39:06] [AV Bunmi] I think its fine
[2021-07-29 12:40:53] [Young Un Cho] Yes. Thank you!
[2021-07-29 12:56:50] [Young Un Cho] Hi Bunmi,
After the session, please send me full participants list, chat log and recording.
[2021-07-29 12:57:53] [AV Bunmi] Yes

MODERATOR GROUP CHAT

MODERATOR PRESENTER GROUP CHAT