



Lead Strong: Lunch with Leaders
Redefining High Potentials
July 15, 2021, 12 – 1 PM

EVENT NAME: Lead Strong LIVEcast: Lunch with Leaders
EVENT BY: MTP 4

EVENT CHAT

[2021-07-15 11:54:58] [Gretchen Kolb] Thanks for joining us for this episode of LwL on Redefining High Potentials. We will get started promptly a noon.

[2021-07-15 12:01:18] [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>

[2021-07-15 12:03:24] [Gretchen Kolb] Hello everyone! Thanks for joining! Please add your questions for Cindy or guests here

[2021-07-15 12:03:58] [Gretchen Kolb] Click here to view the video recording from the Book Club:
<https://mediasite.med.upenn.edu/mediasite/Play/e46bfa6f805e4fdebdf90d6c85521b461d>

[2021-07-15 12:04:19] [Gretchen Kolb] You can also go to the Book club website to get information on past and upcoming sessions:
https://www.uphs.upenn.edu/employeeselfservice/LandingPages/PennMedicine_BookClub/index.html

[2021-07-15 12:04:44] [Gretchen Kolb] Don't miss it!

[2021-07-15 12:05:06] [Gretchen Kolb] Text 72876 to 215-398-6728

[2021-07-15 12:05:15] [Gretchen Kolb] Login at <https://upenn.cloud-cme.com> and enter the event code via My CE/CME >> Claim Credit

[2021-07-15 12:05:34] [Gretchen Kolb] For questions, please contact penncme@penncme.upenn.edu

[2021-07-15 12:05:49] [Gretchen Kolb] What did you think about the Book Club? Let us know!

[2021-07-15 12:06:18] [Lina Sanchez] The event code is not working

[2021-07-15 12:06:29] [Tami Montroy] SUPER bummed I missed it! Listening to the playback for sure. Thanks for the link, Gretchen!

[2021-07-15 12:06:36] [Cynthia Clark] I loved every minute of the book club. Life changing book!

[2021-07-15 12:07:04] [Lina Sanchez] Missed the book club...will listen. Great book!

[2021-07-15 12:07:29] [Gretchen Kolb] text "pennmedicine918" to "22333"

[2021-07-15 12:07:51] [Gretchen Kolb] If you are on your computer, you can also click on the link on chat www.PollEv.com/pennmedicine918

[2021-07-15 12:09:13] [Leah I] the activity code for Cloud CME isn't working

[2021-07-15 12:09:43] [Casey TEmplin] Cloud CME says this activity isn't approved for credit

[2021-07-15 12:12:03] [Gretchen Kolb] Thanks for the update on the CME code, we are checking in with the CME office.

[2021-07-15 12:12:51] [Cris] Audio issues

[2021-07-15 12:12:55] [Lynn Cardona] Yes- audio is not working

[2021-07-15 12:12:59] [eileen maloney] wonky background

[2021-07-15 12:13:07] [Lina Sanchez] Thank you Gretchen

[2021-07-15 12:13:11] [Young Un Cho] We are working on that. Thank you for your understanding

[2021-07-15 12:13:33] [Lynn Cardona] Much better

[2021-07-15 12:14:50] [Lina Sanchez] Audio still choppy

[2021-07-15 12:14:58] [Mercia] Audio not great

[2021-07-15 12:15:05] [Melissa Cavanaugh] Audio very poor

[2021-07-15 12:15:24] [Bob Weidner] Michelle might ant to dial in again

[2021-07-15 12:15:37] [Rich] Cme not working

[2021-07-15 12:16:23] [Gretchen Kolb] Thanks for the feedback, we are working on both the CMEs and Michelle's audio.

[2021-07-15 12:21:19] [Carey K.] Could one of the speakers touch on homophily & bias in identifying and managing high potential staff (race, sex, education, network, etc.)?

[2021-07-15 12:22:31] [Gretchen Kolb] If you want to learn more about how to interview for and develop talent, including bias, PMA offers a course on "Behavioral Competencies for Interviewing and Development Planning" with Michelle. You can register in KL. It is virtual and ~2.5 hrs

[2021-07-15 12:22:56] [Carey K.] Thanks, Gretchen!

[2021-07-15 12:24:00] [Gretchen Kolb] What characteristics do you note around high performers?

[2021-07-15 12:24:25] [Eleanor Miller] initiative

[2021-07-15 12:24:26] [anne] Resilience

[2021-07-15 12:24:28] [Elizabeth Wentzel] follow-through and emotional intelligence for how to manage themselves and other high performers.

[2021-07-15 12:24:35] [Jason] Positive attitude!

[2021-07-15 12:24:55] [Gretchen Kolb] A thirst for stretch assignments

[2021-07-15 12:25:01] [Bob Weidner] agree with the impatience of high potential folks

[2021-07-15 12:25:06] [Bob Weidner] high

[2021-07-15 12:26:04] [Mercia] A great drive for learning

[2021-07-15 12:26:15] [Gretchen Kolb] What are your strategies for engaging high potentials?

[2021-07-15 12:26:17] [sheila kempf] One of the issues is helping their managers work with them because they challenge status quo. and are frequently considered a rebel rouser or difficult employee.

[2021-07-15 12:26:28] [Anastasia Mylonas] Agree with Michelle: High performer does not necessarily have high potential. There are certain skills and at times a different work ethic necessary for a high performer.

[2021-07-15 12:26:49] [anne] Providing stretch assignments & encouragement

[2021-07-15 12:27:04] [Bob Weidner] How do we (Penn Medicine) cultivate non-degreed people with high potential.

[2021-07-15 12:27:08] [Philynn] Just what you said, Cindy - giving them larger projects to work and giving them guidance along the way

[2021-07-15 12:27:38] [Anastasia Mylonas] Using emotions instead of logic is a hot item

[2021-07-15 12:29:20] [Tami Montroy] Managing staff that have high potential is hard, but so fun. I like giving them large vague assignments with clear objectives to see how they problem solve and think through the task and report out findings. Allows them to show their great potential.

[2021-07-15 12:30:37] [Patty Inacker] Can you speak more about high performers not being especially loyal to organizations

[2021-07-15 12:32:11] [Kia N] I agree, I like receiving constructive feedback, and providing feedback help with trust and productivity.

[2021-07-15 12:32:14] [anne] Agree. Feedback is crucial and hard

[2021-07-15 12:33:04] [Gretchen Kolb] Want to get better at giving feedback? PMA has tools for that!
<http://pennpointplus.uphs.upenn.edu/sites/PMA/leadershiptools/SiteAssets/leadership-pathways/feedback-rich-environment/index.aspx#/>

[2021-07-15 12:34:37] [Elizabeth Wentzel] I think people that talk about their ability to overcome obstacles and take on stretch assignments in previous roles.

[2021-07-15 12:35:02] [Stephanie Borton] Situational questions and asking reasoning behind it and what their role was in anything shared.

[2021-07-15 12:35:09] [Rupa Chowdary] I usually ask them about a difficult situation where they had to problem solve or also ask about a time where they didn't along with someone and had to still work them with them effectively.

[2021-07-15 12:35:36] [Tami Montroy] I give a candidate a lot of information about the role and then ask them what they would need from me and their colleagues to be successful. This question and answer tells me a lot about their potential. I ask for specific things.

[2021-07-15 12:35:40] [Kay Nichols-Wolfe] Yes - behavioral based interviewing, and looking for that enthusiasm in figuring out problems or being challenged.

[2021-07-15 12:35:45] [anne] I rely heavily on the behavioral questions. You learn a lot when you ask and listen.

[2021-07-15 12:37:05] [Paul M] do you leverage any "generational" considerations in interviewing or driving performance... ie millennials vs gen X vs gen Z...?

[2021-07-15 12:37:10] [Gretchen Kolb] You can create your own customized Behavioral-based interview guide using our tool: <http://pennpointplus.uphs.upenn.edu/sites/PMA/Talent/Pages/InterviewGuide.aspx>

[2021-07-15 12:37:33] [Lynn Cardona] I identify the behaviors competencies specific for the role, keep digging in my questions I really want to know what is important to them professionally. I'm looking for their internal motivations

[2021-07-15 12:39:28] [Steven Hyland] As a leader it is important to be selfless in keeping your employee's best interest in mind. It is extremely difficult to lose a high performer, but it can be more difficult seeing individuals that have outgrown their current role and need another opportunity to prove themselves

[2021-07-15 12:39:31] [Gretchen Kolb] Patty Inacker - we also have a pathway about managing and engagement high potentials you are at risk of losing due to their drive for whats next:
<http://pennpointplus.uphs.upenn.edu/sites/PMA/leadershiptools/SiteAssets/leadership-pathways/risk-of-leaving/index.aspx#/>

[2021-07-15 12:41:26] [Gretchen Kolb] If you are a high potential looking for the next steps, here are some considerations in terms of stretch assignments, mentoring and deciding whether you need another degree:
https://rise.articulate.com/share/NUikf5bi2hvf2EqLh2ziY_FUWYTjDh

[2021-07-15 12:48:35] [Kelly Hodges] I love that!... Opportunity to make a difference and make an impact!

[2021-07-15 12:49:15] [Mercia] Relationship building is important to foster collaborative work.

[2021-07-15 12:49:41] [Gretchen Kolb] Definitely, what happens here stays here!

[2021-07-15 12:50:16] [Stephanie Borton] Well now ya have to do it!

[2021-07-15 12:50:16] [Gretchen Kolb] Wow

[2021-07-15 12:50:17] [Young Un Cho] Chris, you are amazing!!

[2021-07-15 12:50:20] [jenean] perfect

[2021-07-15 12:50:20] [Lynn Cardona] You knew it was coming

[2021-07-15 12:50:21] [Young Un Cho] She is!!!

[2021-07-15 12:50:25] [Claudette Fonshell] Yes Chris Please!

[2021-07-15 12:50:28] [Gretchen Kolb] Alvin does holiday carols!

[2021-07-15 12:50:29] [Young Un Cho] The best!

[2021-07-15 12:50:32] [Kelly Hodges] So great! Thanks for sharing!

[2021-07-15 12:50:32] [Jeremy Souder] This is absolutely incredible. Best part of my week

[2021-07-15 12:50:34] [Lynn Cardona] LOL... OMG

[2021-07-15 12:50:35] [Philynn] OMG!! haha

[2021-07-15 12:50:38] [Mercia] Love it Chris Tierney

[2021-07-15 12:50:41] [Maria Joyce] great job!

[2021-07-15 12:50:42] [Lauren] Awsome!

[2021-07-15 12:50:42] [Jessica Fuller] LOVE IT!!

[2021-07-15 12:50:42] [Kelly Hodges] Well done!

[2021-07-15 12:50:42] [Elizabeth Quigley] Bravo Chris!!

[2021-07-15 12:50:43] [Nida Al-Ramah] Your made my day Chris

[2021-07-15 12:50:47] [Kay Nichols-Wolfe] That's awesome!

[2021-07-15 12:50:47] [Robert Challender] THE BEST LWL MOMENT EVER!

[2021-07-15 12:50:48] [laura porter] AWESOME!!!! Love that.....

[2021-07-15 12:50:50] [Tami Montroy] That. Was. Awesome!!!

[2021-07-15 12:50:50] [Carey K.] 😊

[2021-07-15 12:50:51] [Kia N] Awesome!

[2021-07-15 12:50:56] [Lauren Ellis] 😊 that was amazing!

[2021-07-15 12:50:57] [Claudette Fonshell] Fabulous Chris!

[2021-07-15 12:51:00] [sarbjit Kaur] love it

[2021-07-15 12:51:02] [Gary] great

[2021-07-15 12:51:05] [Gretchen Kolb] Oh come on, dont be so modest

[2021-07-15 12:51:07] [andy koch] awesome



[2021-07-15 12:51:11] [Elizabeth Blymire] Shout-out from LGH to Chris Tierney and Patty Inacker for being awesome leaders and mentors. Miss working with you both.

[2021-07-15 12:51:30] [Melissa Cavanaugh] Amazing!

[2021-07-15 12:51:37] [anne] Bravo Chris

[2021-07-15 12:51:56] [Gretchen Kolb] The recording for this session, other resources and presentations are available via Lead Strong site at: <https://www.med.upenn.edu/uphscovid19education/lead-strong.html>.

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

[2021-07-15 12:52:31] [Gretchen Kolb] Wind down you summer with communication tips!

[2021-07-15 12:53:12] [Gretchen Kolb] We value your feedback. Please complete this brief survey to let us know how we could improve these sessions.

<https://survey.pennmedicine.org/s3/Lead-Strong-Lunch-with-Leaders>

[2021-07-15 12:53:22] [Gretchen Kolb] We will follow up with the CME info!