

# Communicating Strategically by 'Reading' Others Effectively

Presented by Liz Weber, CMC, CSP

# Can you relate?

- ✓ Go Nowhere Meetings?
- ✓ Blank Stares
- ✓ Transmitters & Receivers Not Connecting?



# We'll cover...

1. Why every employee should understand what strategic communication is
2. The power of effective communication over technical ability
3. The key communication styles to model to enhance communications
4. Simple techniques to help others 'get you' and 'get it'





# Why Strategic Communication Matters

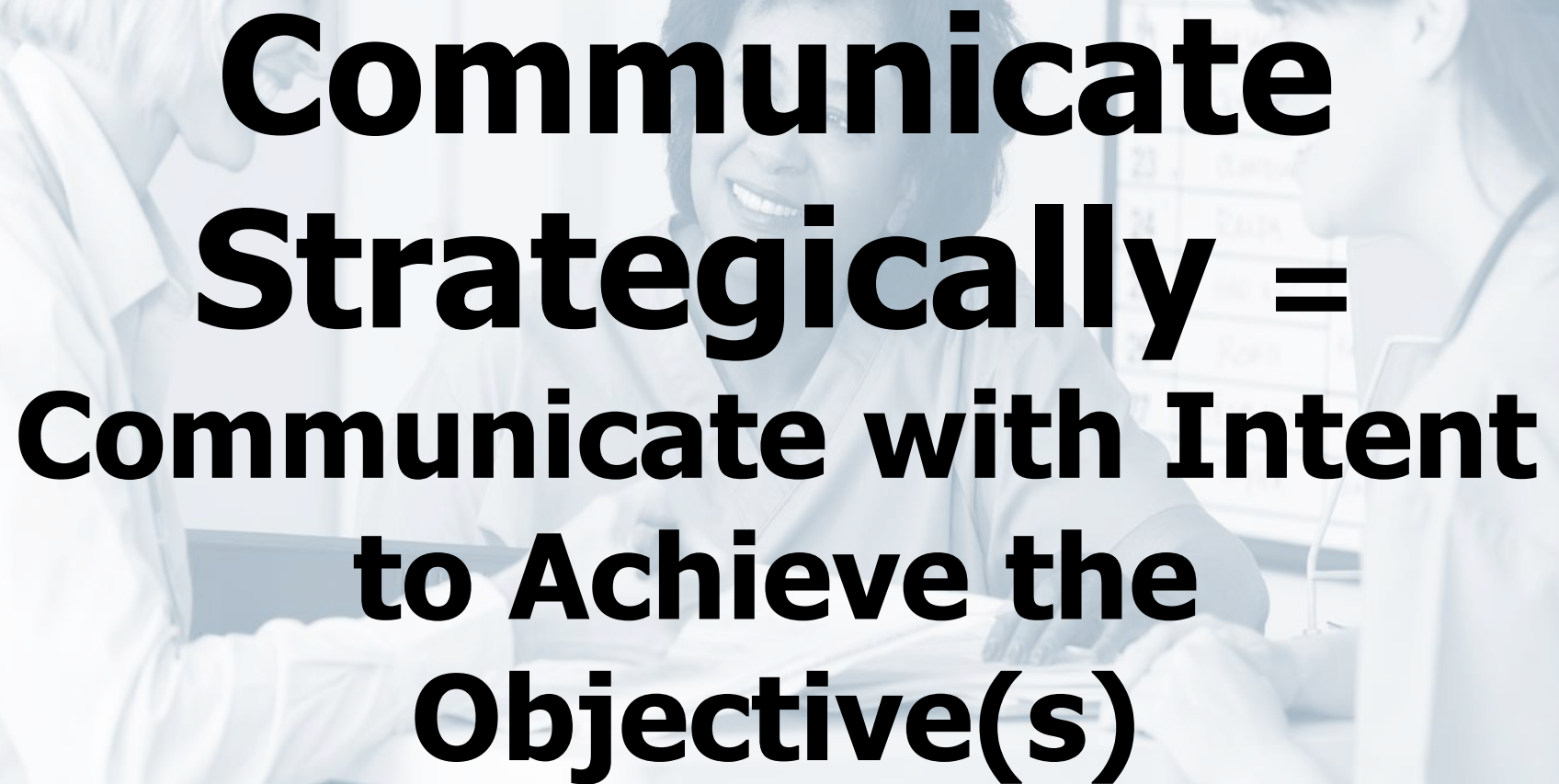
# Every Patient, Family Member, Friend or Visitor Has 3 Experiences:

- Clinical Experience
- Physical Experience
- Emotional Experience

Dr. Delos Cosgrove,  
CEO & President



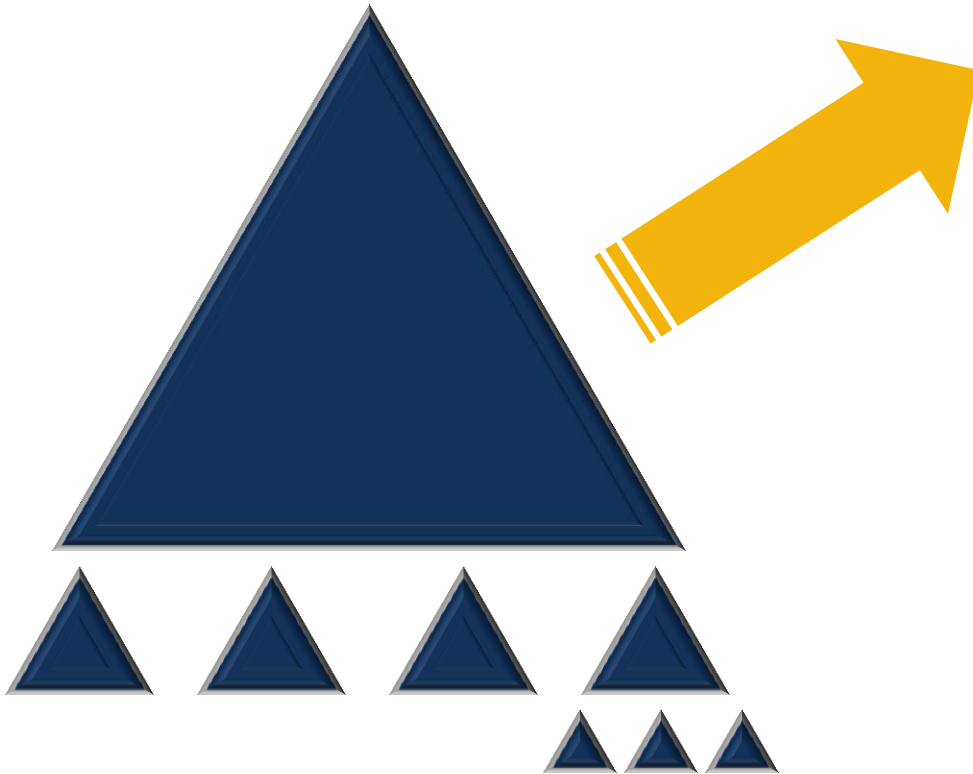
Cleveland  
Clinic

A photograph of three healthcare professionals, likely nurses or doctors, in white coats. They are gathered around a desk, looking at and discussing documents. The woman in the center is smiling. The background shows a clinical setting with a calendar or chart on the wall.

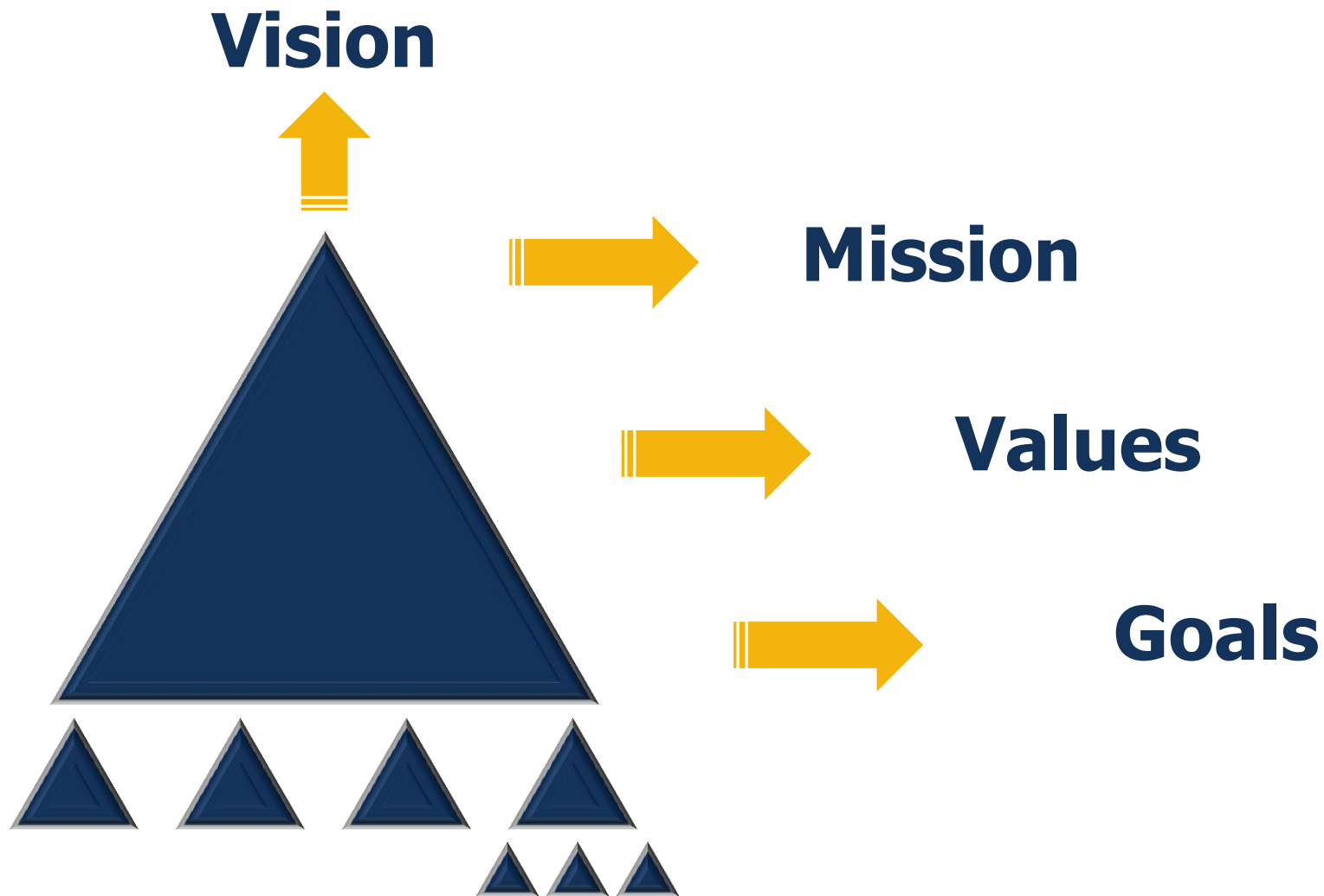
**Communicate  
Strategically =  
Communicate with Intent  
to Achieve the  
Objective(s)**

# The Success Planning Pyramid™

**Your  
Organization**



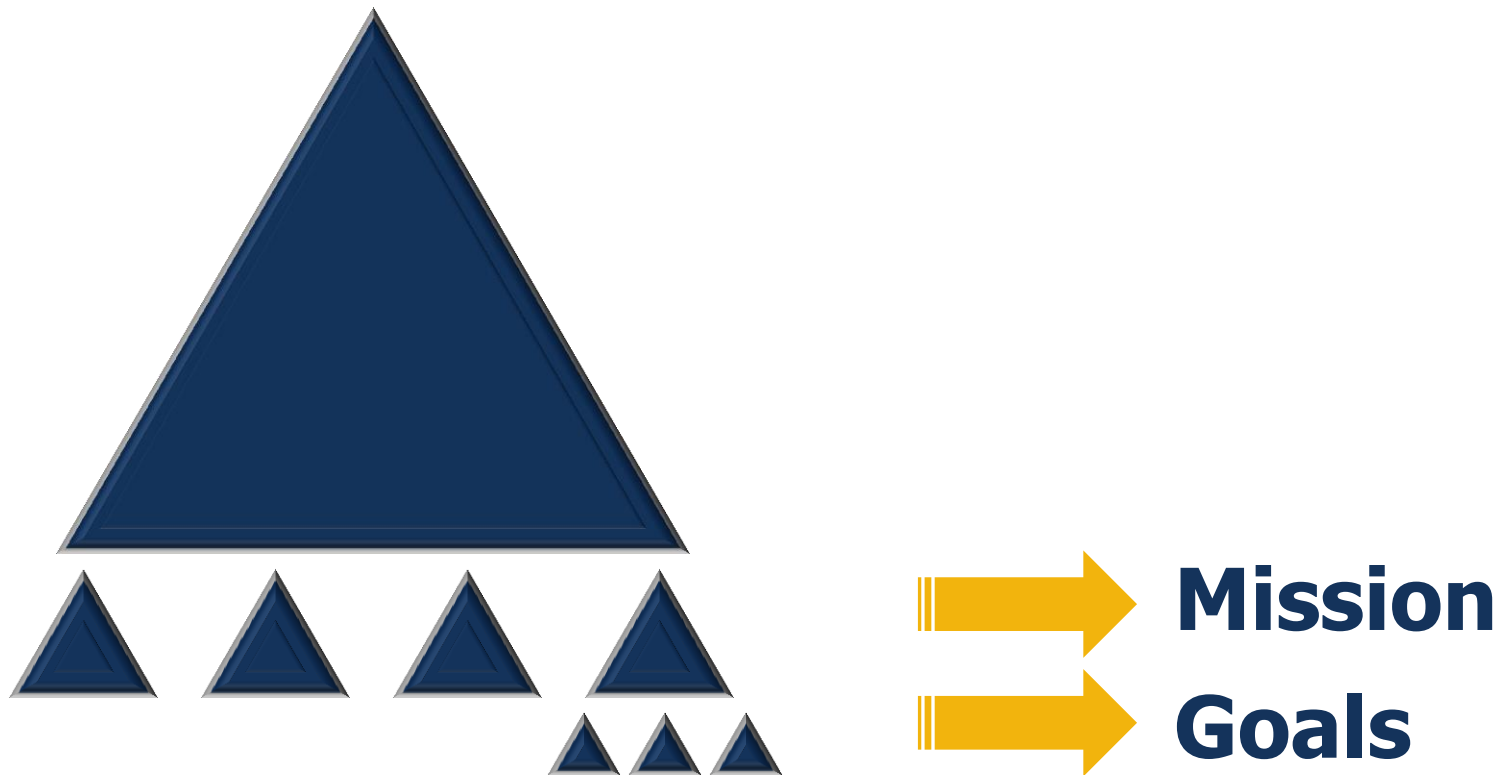
# The Success Planning Pyramid™





# The Success Planning Pyramid™

## *Department Planning*



# The Success Planning Pyramid™

## *Individual Employee Planning & Development*



**Goals**

# Does Everyone Know How They Fit In?



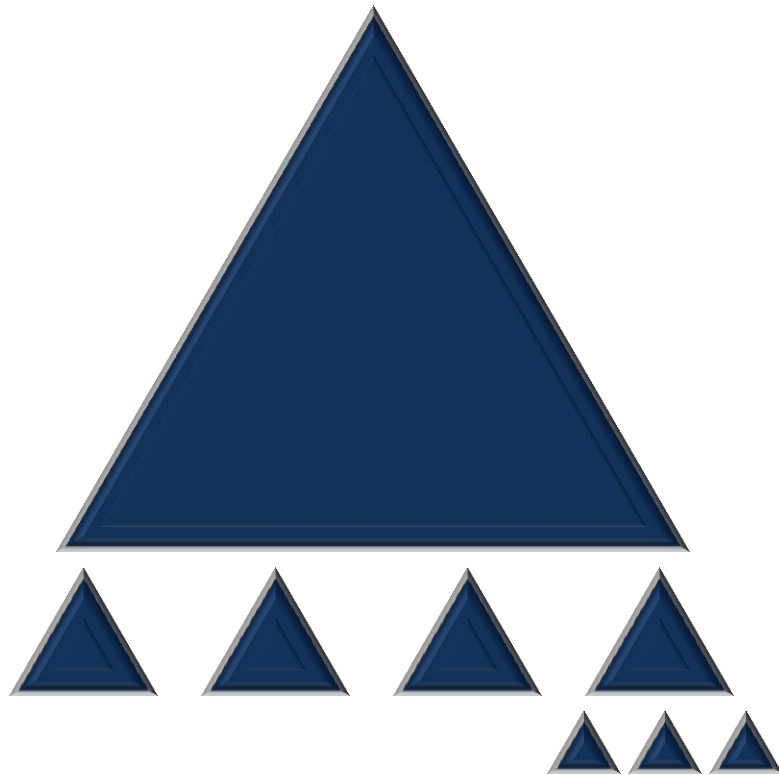
# What's your real job?





# The Success Planning Pyramid™

## *Individual Employee Planning & Development*



**Goals**

A woman with long brown hair, wearing a light blue button-down shirt, is sitting in the driver's seat of a car. She is looking out the window with a thoughtful expression, resting her chin on her hand. The car's interior, including the steering wheel and dashboard, is visible.

**What  
matters to  
them?**

**WIFM?**

**It's not my  
job....**

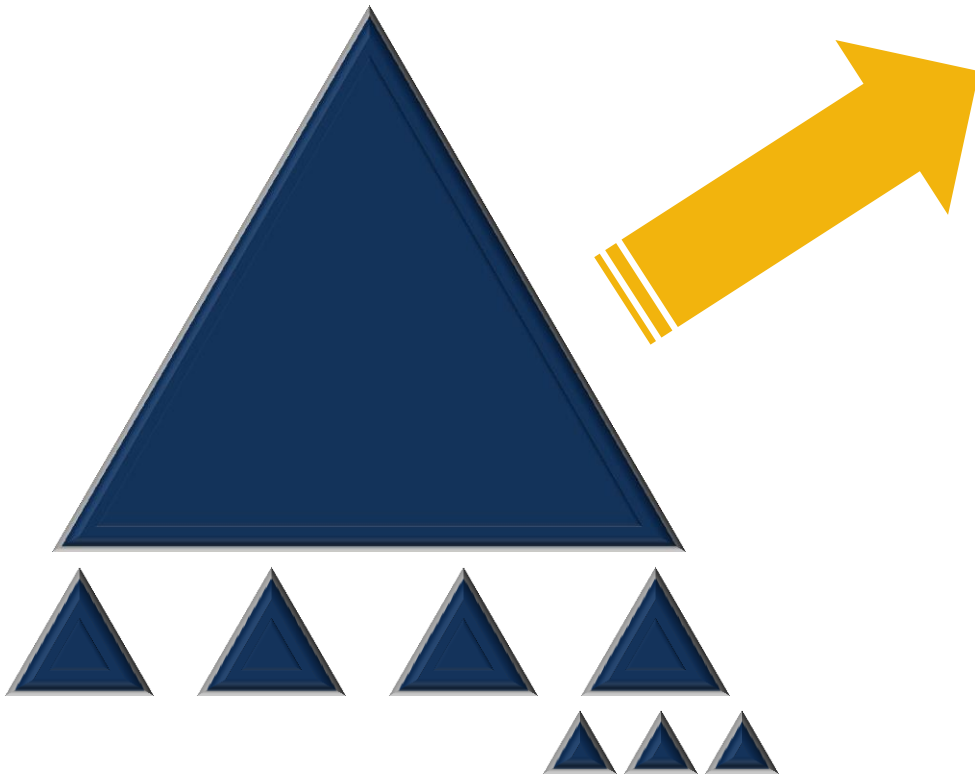


**...Oh yes it is.**



# The Success Planning Pyramid™

**Your  
Organization**



# Think Strategically...

- Understand YOUR Mission
- Clarify YOUR Deliverables /Outcomes so You are Successful

- 
- Understand THEIR Mission
  - Understand THEIR Deliverables/Outcomes so THEY can be Successful







**The power of effective communication over technical ability**

# MEDICINE IN CONTEXT

## Let's Talk About Improving Communication in Healthcare

Jonathan E. Gordon, MBA<sup>1</sup>  
Emme Deland, MBA<sup>2</sup>  
Robert E. Kelly, MD<sup>3</sup>

### Abstract

Healthcare providers don't talk to each other enough. Members of the care team—physicians, nurses, social workers and even caregivers—don't spend enough time communicating with each other about the patient's needs, and no one from the care team spends enough time communicating with the patient. The increasingly complex needs of patients, an explosion of medical knowledge, and seismic shifts in healthcare systems have set the stage for a need for more effective communication. Additionally, today's new models of care are focused on maintaining health rather than responding to acute illness. Success demands team-based approaches that are centered on close collaboration among all types of providers from across the care continuum. As a result, achieving the Triple Aim of improving quality, lowering costs and enhancing the patient experience can only be done with a significantly altered and improved communication strategy.

The statistics cited by the Institute of Medicine (IOM) in a 2012 report<sup>1</sup> illustrate some of the challenges. Every year, the average elderly patient sees 7

11 office visits over the 80 days from the date of diagnosis until the completion of tumor resection.<sup>2</sup>

medicalreview.columbia.edu Col Med Rev 1(1);23-27 25 May 2015

**“Improving communication among the care team has been shown to greatly impact the team’s understanding of goals of care and to decrease length of stay.<sup>6</sup>”**

<sup>6</sup> Provist, P, Berenholtz S, Dorman T, Lipsett PA, Simmonds T, Haraden C. Improving communication in the ICU using daily goals. J Crit Care. 2003 June;18(2):71-5.

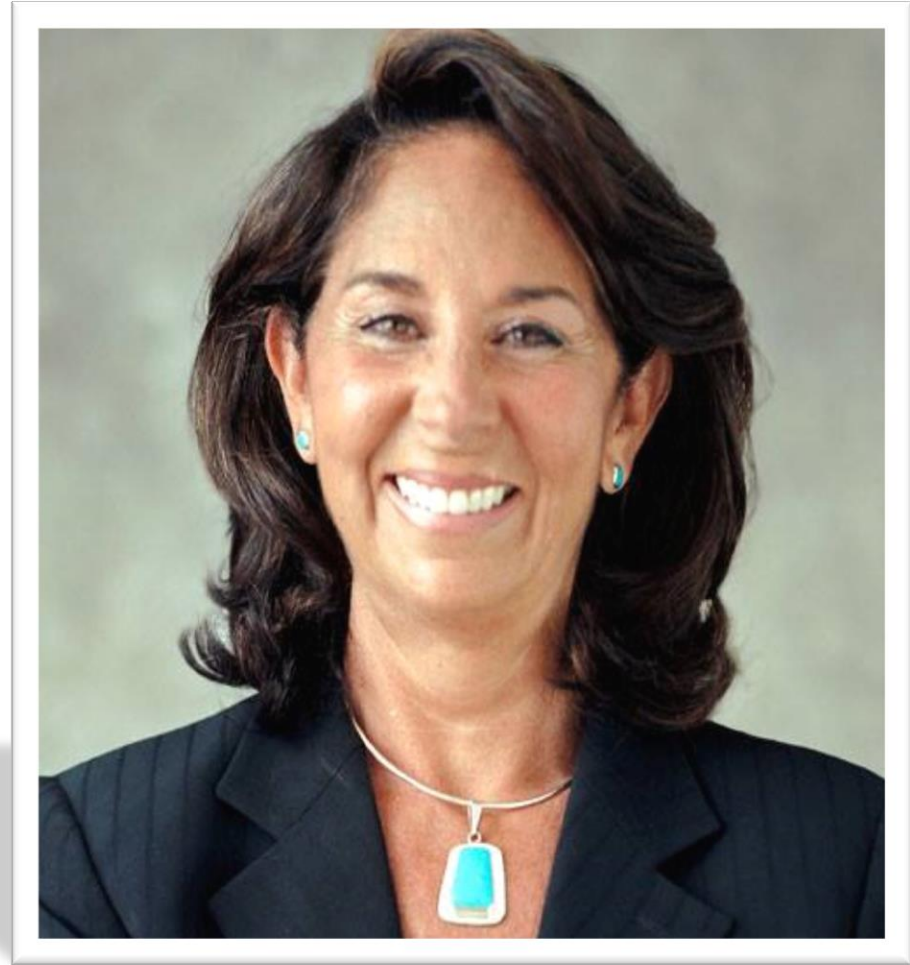


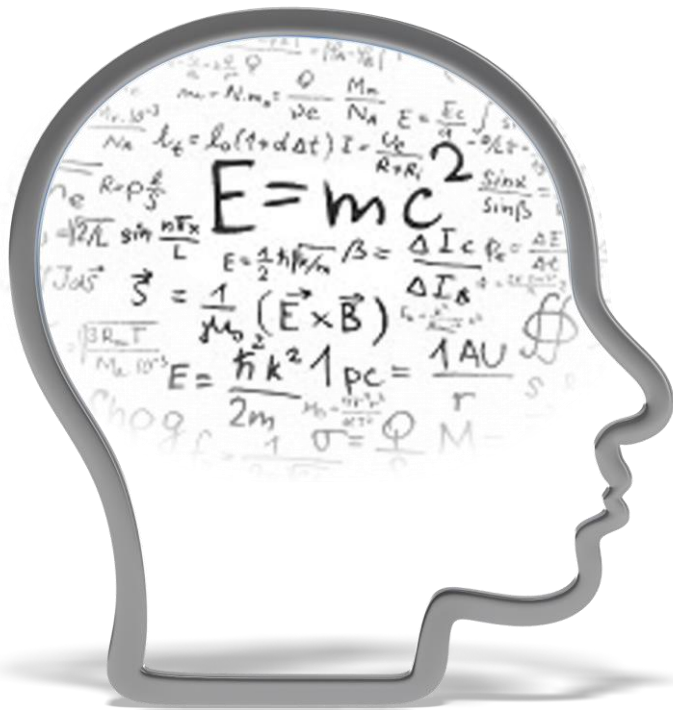
**Be intentional.**

“Conversational  
Intelligence®  
is the ability to connect,  
navigate, and grow with  
others.”

“Conversational  
Intelligence® begins with  
trust.”

*Judith E. Glaser*





# EI Matters...



# Emotional Intelligence

Fight – Flee – Freeze



# Emotional Intelligence Core Skills

	What I See	What I Do
Individual Skill (Personal Control & Management)	<b>Self -Awareness</b>	<b>Self – Management</b>
Social Skill (Leadership Skill)	<b>Social Awareness</b> (Team, Family, Friends, Community, etc)	<b>Relationship Management</b> (Team, Family, Friends, Community, etc)



“ A lack of  
trust is  
your  
biggest  
expense.”  
*- David Horsager*



**Go deeper.  
Observe. Listen.  
Ask more  
questions.**

**What else could  
help them?**

# Remember the 20-50-30 Rule!



**Active  
Supporters**

**Benchsitters**

**Resistors/  
Fighters**



Dr. Price Pritchett

*By Dr. Price Pritchett*

# Be Candid!

Stop having the  
*really* good  
conversations  
with yourself  
after-the-fact!



# Earn the right to be candid

**Don't over-  
regulate.  
Communicate."**

*- Liz Weber, CMC, CSP*





# It's OK to circle back...

"I've been thinking about the conversation we had earlier. At the time, something was bothering me, but I couldn't articulate it.

However,  
I believe...

I disagree and let me explain why...  
I think we're overlooking a critical issue..."



**Build trust.  
Communicate  
the good and  
the bad all  
year long.**



## Do Overs...

- What I said or did:

---

- What I should have said or done:

---

- Going forward, I need to:

---

**“85% of your financial success is due to **your personality** and ability to **communicate, negotiate, and lead.****


**Shockingly, only 15% is due to technical knowledge.**

~ Carnegie Institute of Technology



“If there is no  
laughter, there is  
no trust.”

Mitzi Perdue



**How have you viewed the  
importance of laughter in the  
workplace?**



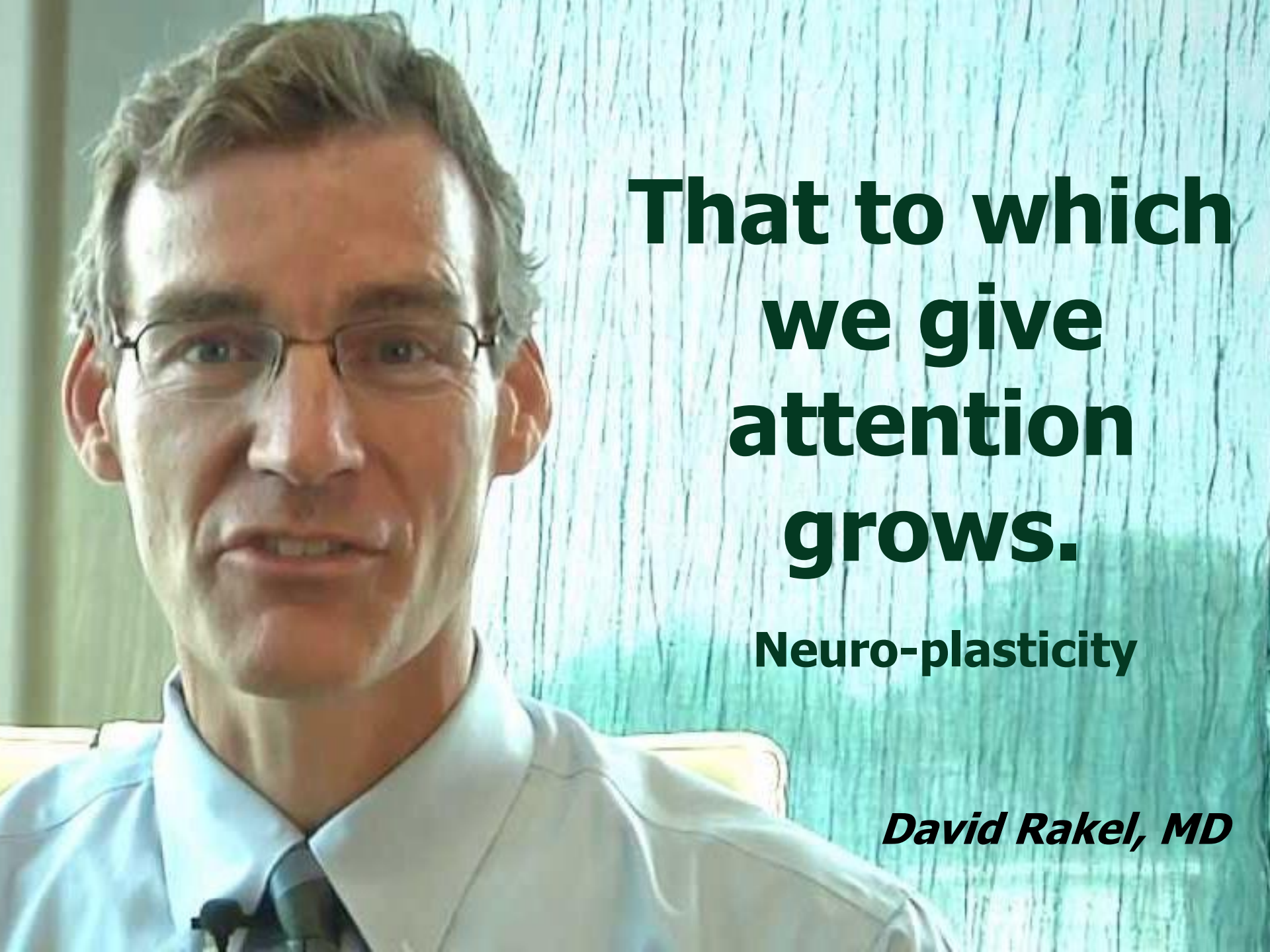
***Brand Yourself as a  
Trusted, Strategic  
Communicator...  
Solid Technical Skills  
are Expected***



**Don't ignore the importance of enhancing your communication skills.**







**That to which  
we give  
attention  
grows.**

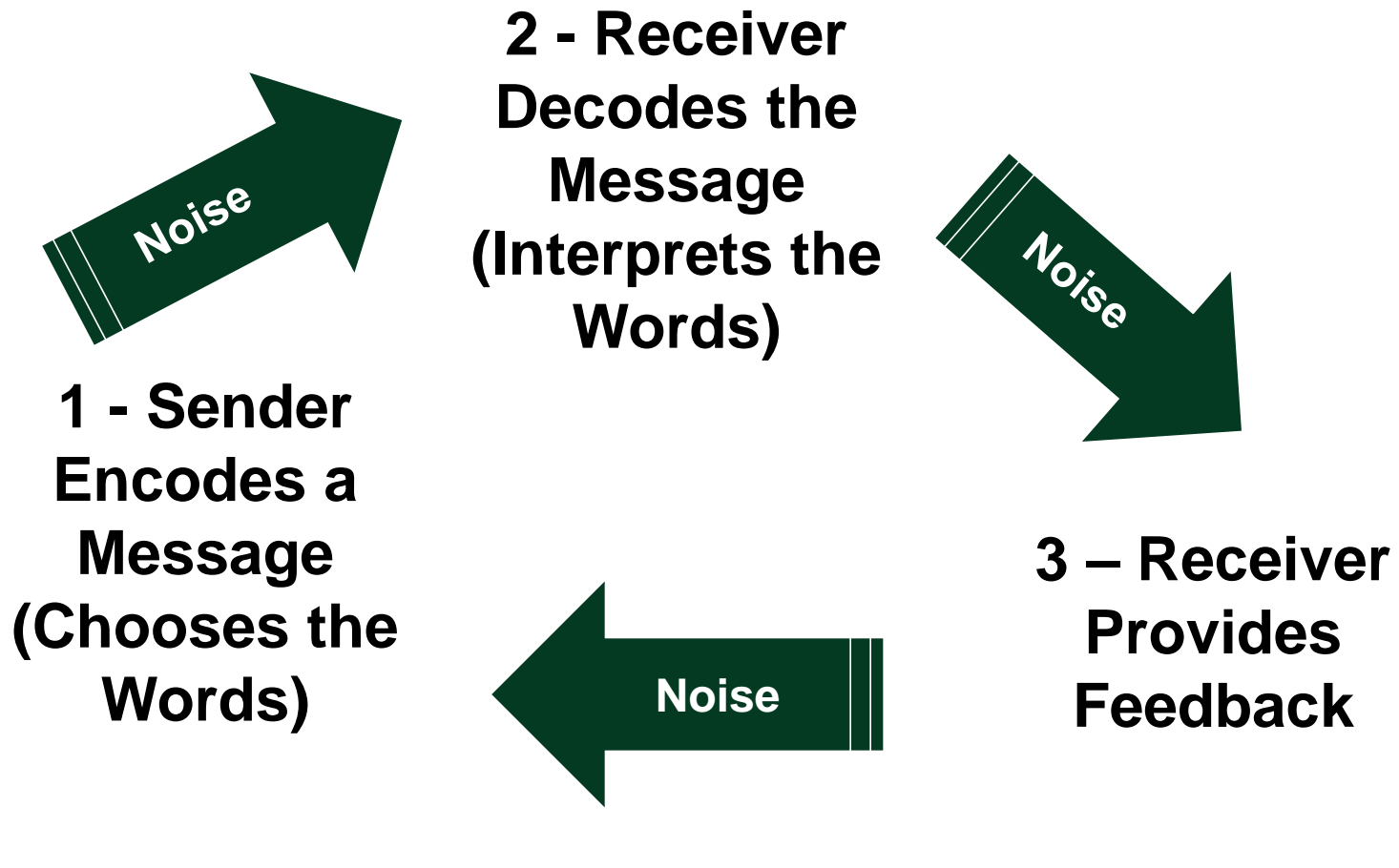
**Neuro-plasticity**

***David Rakel, MD***



# Four Core Personality Styles

# Communication Process:









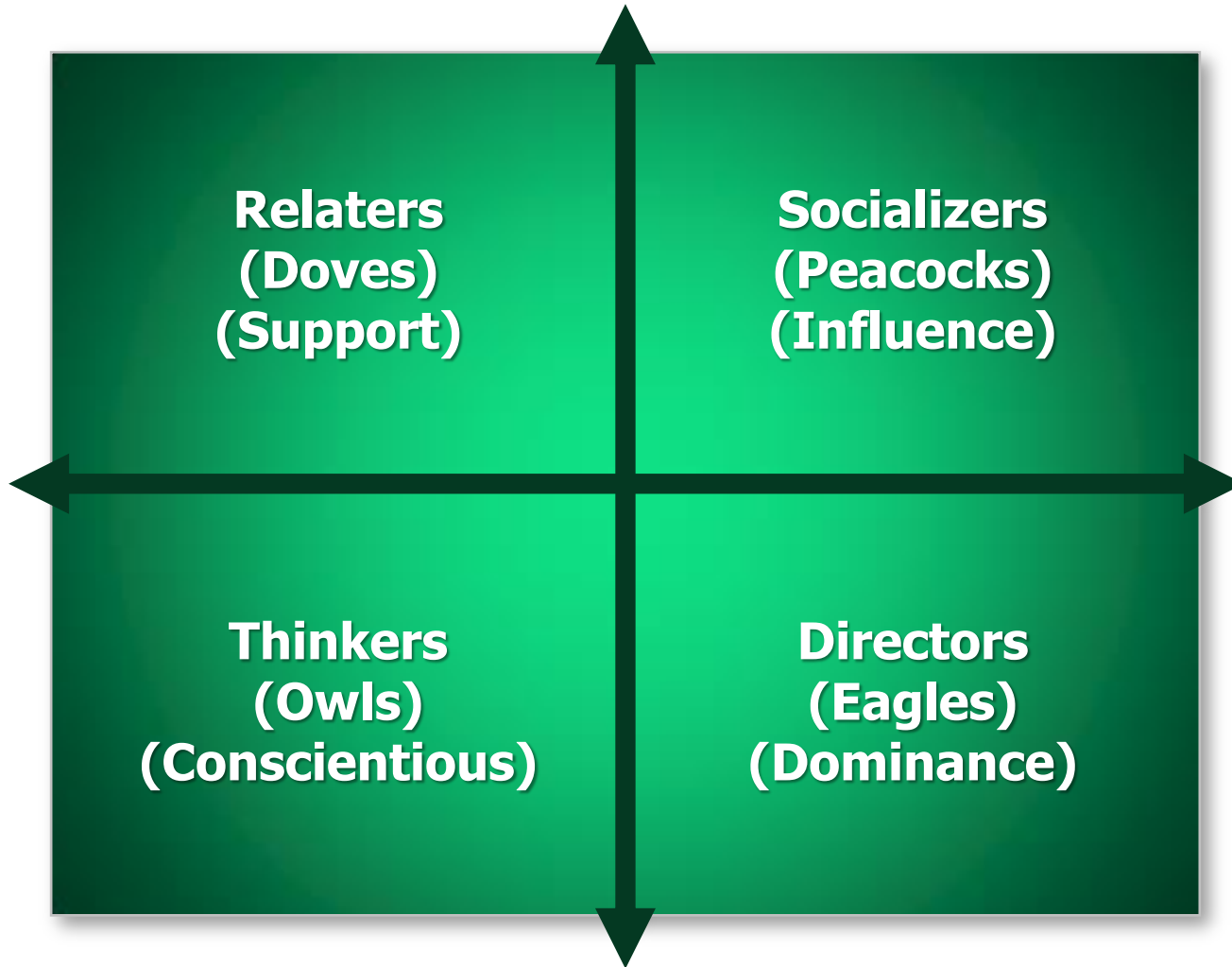




**“Are you  
communicating  
AT them or  
WITH them?”**

*- Liz Weber, CMC, CSP*





*Adapted from and Used with Permission - The Platinum Rule® by Dr. Tony Alessandra*

Relationship Focused

**I's**

**S's**

Indirect /  
Passive

Direct /  
Aggressive

**C's**

**D's**

Task Focused



# Relater

- Slower Paced
- Supportive
- Counselor
- Security & Peace

- Rushing
- Conflict
- Political In-fighting
- Aggressiveness



# Socializer

- Involvement w/Others
- Center of Attention
- Diversity & New Projects

- Repetition
- Being Alone
- Ego Attacks
- Detailed Work

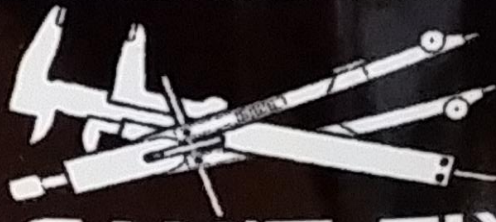


# Thinker

- Slow, Cautious
- Organized
- Objective, Specific Data
- Intellectual Work
- Being Correct

- Rushing
- Chatter
- Aggressiveness
- Poorly Planned Activities
- Emotion-Based Decisions

**I'M AN  
ENGINEER**



**I CAN'T FIX  
STUPID  
BUT I CAN FIX  
WHAT STUPID DOES**



# Director

- Decisive
- Control
- Bottom-Line Summaries
- Fast Pace & Resolutions
- Goals

- Slowness, Indecisiveness
- Excuses
- Passiveness, Whining
- Lack of Effort or Action



# Who's On Your Team?

Team Members	Director Dominance Eagle	Socializer Influence Peacock	Relater Steadfast Dove	Thinker Conscientious Owl

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Team Members	Director Dominance Eagle	Socializer Influence Peacock	Relater Steadfast Dove	Thinker Conscientious Owl
Maria				
Lee				
Omar				
Jayel				
James				

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Team Members	Director Dominance Eagle	Socializer Influence Peacock	Relater Steadfast Dove	Thinker Conscientious Owl
Maria				X
Lee				X
Omar				X
Jayel				X
James				X

# Who's On Your Team?

Team Members	Director Dominance Eagle	Socializer Influence Peacock	Relater Steadfast Dove	Thinker Conscientious Owl
Maria	X			
Lee				X
Omar				X
Jayel			X	
James	X			

# What does the team need of you?



***"No one sees  
how you feel;  
they only see  
how you look."***

**Patricia Fripp**



# Who's On Your Team?

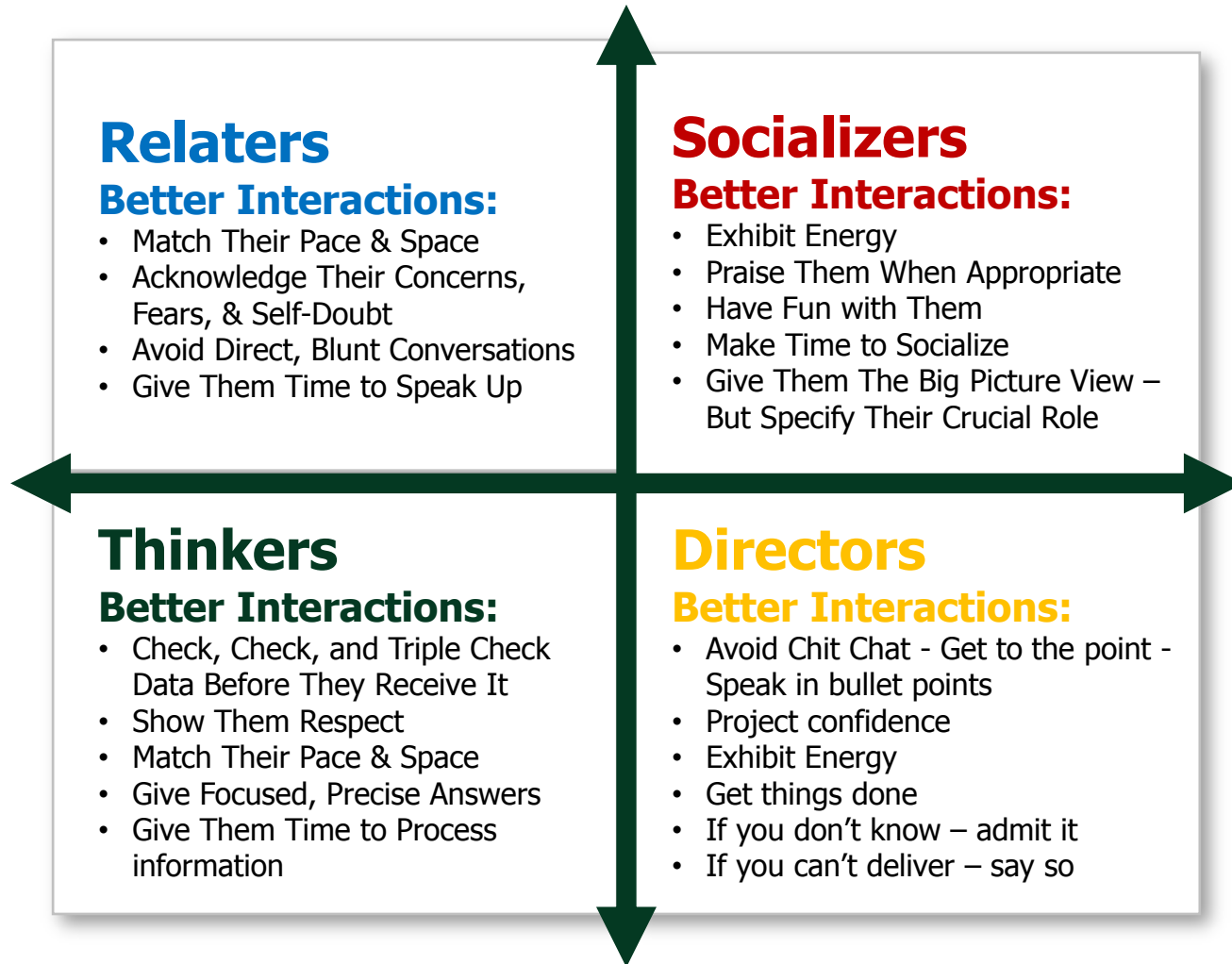
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James	X			

“Do unto  
others as  
they want  
done unto  
them.”

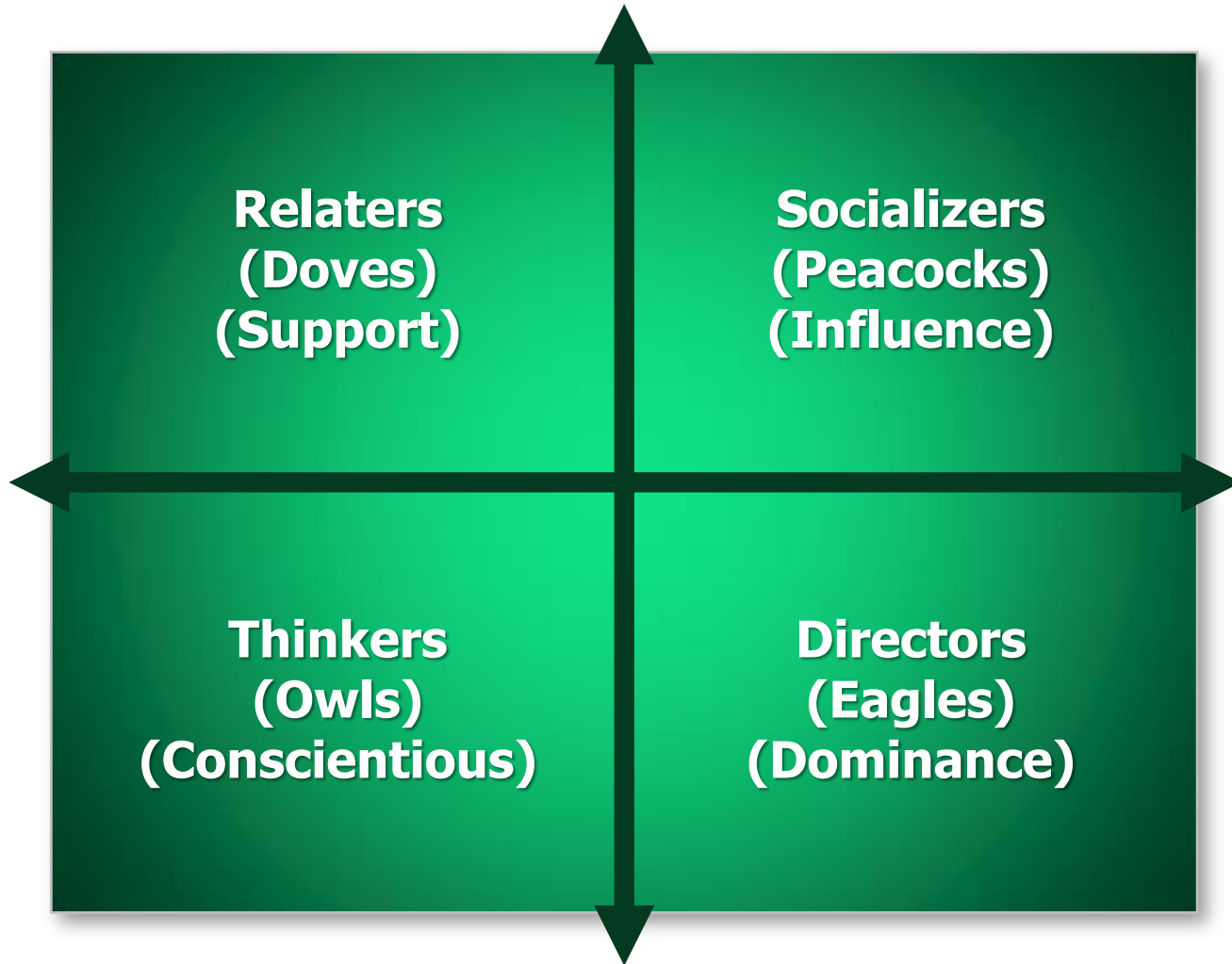
Dr. Tony Alessandra –  
The Platinum Rule®



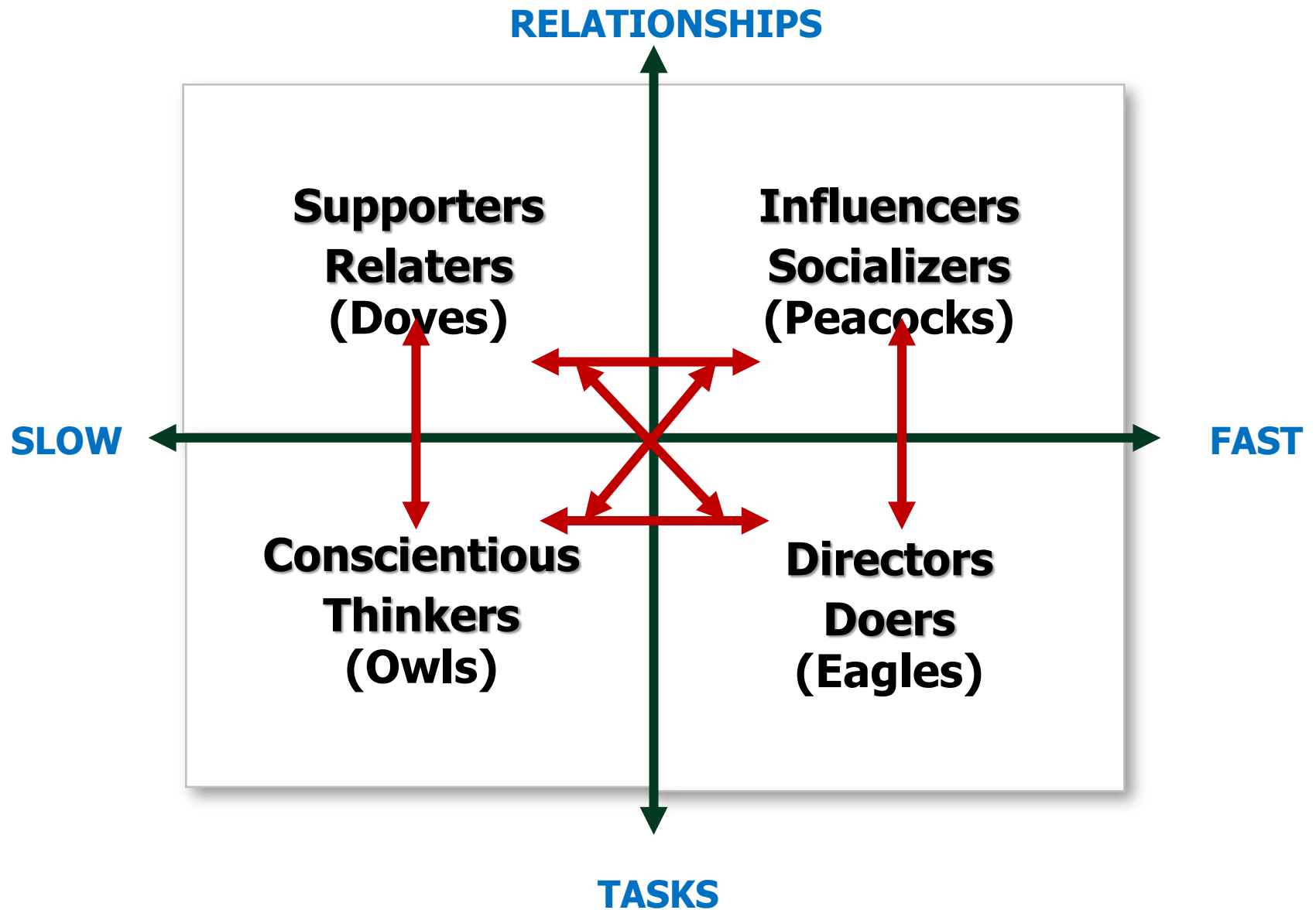




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**Do Overs...**  
What would you  
do differently?





**“When communication fails to effectively convey to others, we’re often focusing more on what we want to transmit, and not on how it needs to be conveyed so others will best receive it.”**

*- Liz Weber, CMC, CSP*









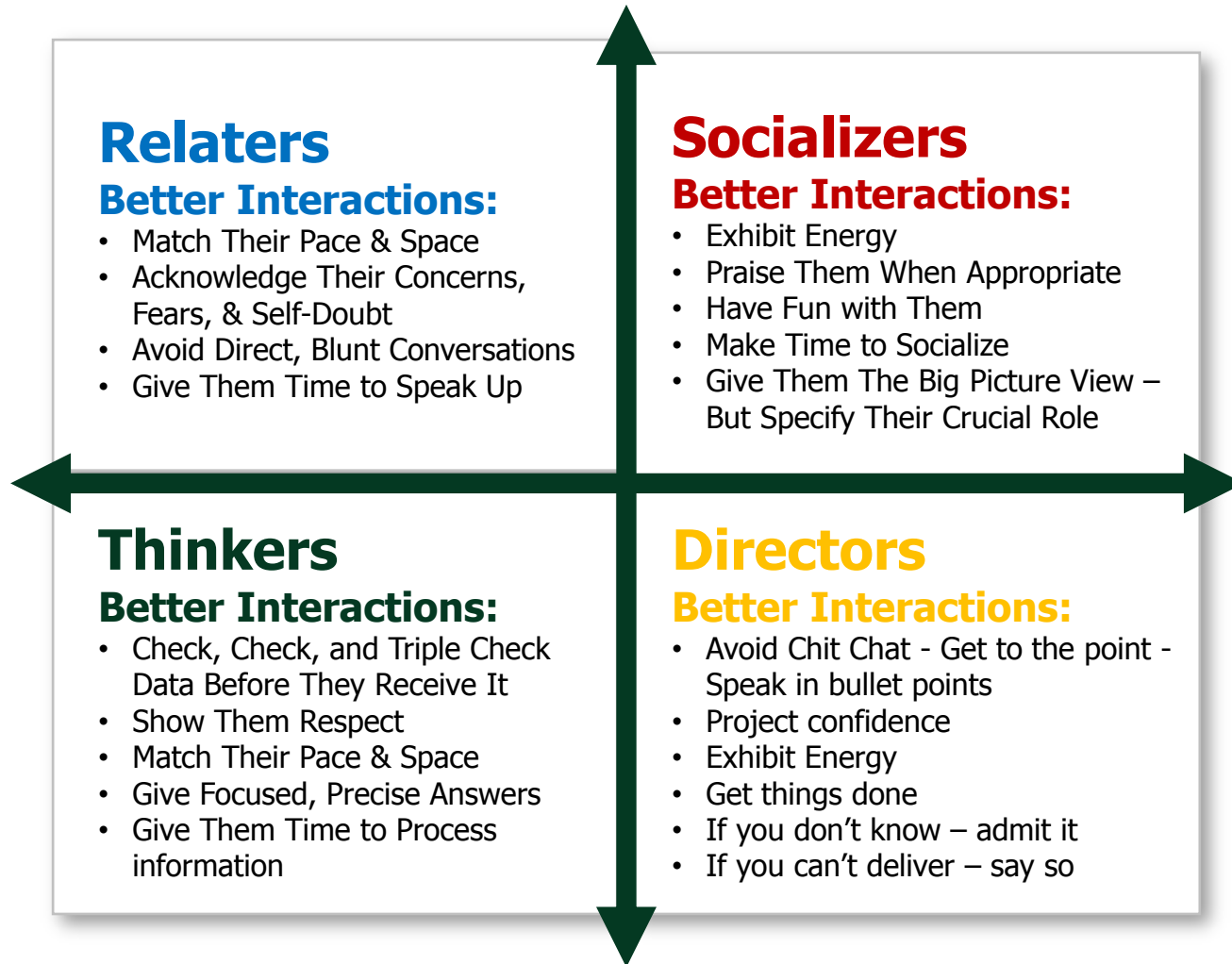
***Differences Don't Divide Us...  
They Make Us...Us!***





**#4**

**Techniques so others  
'get you' and 'get it'**



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# CHECKLIST



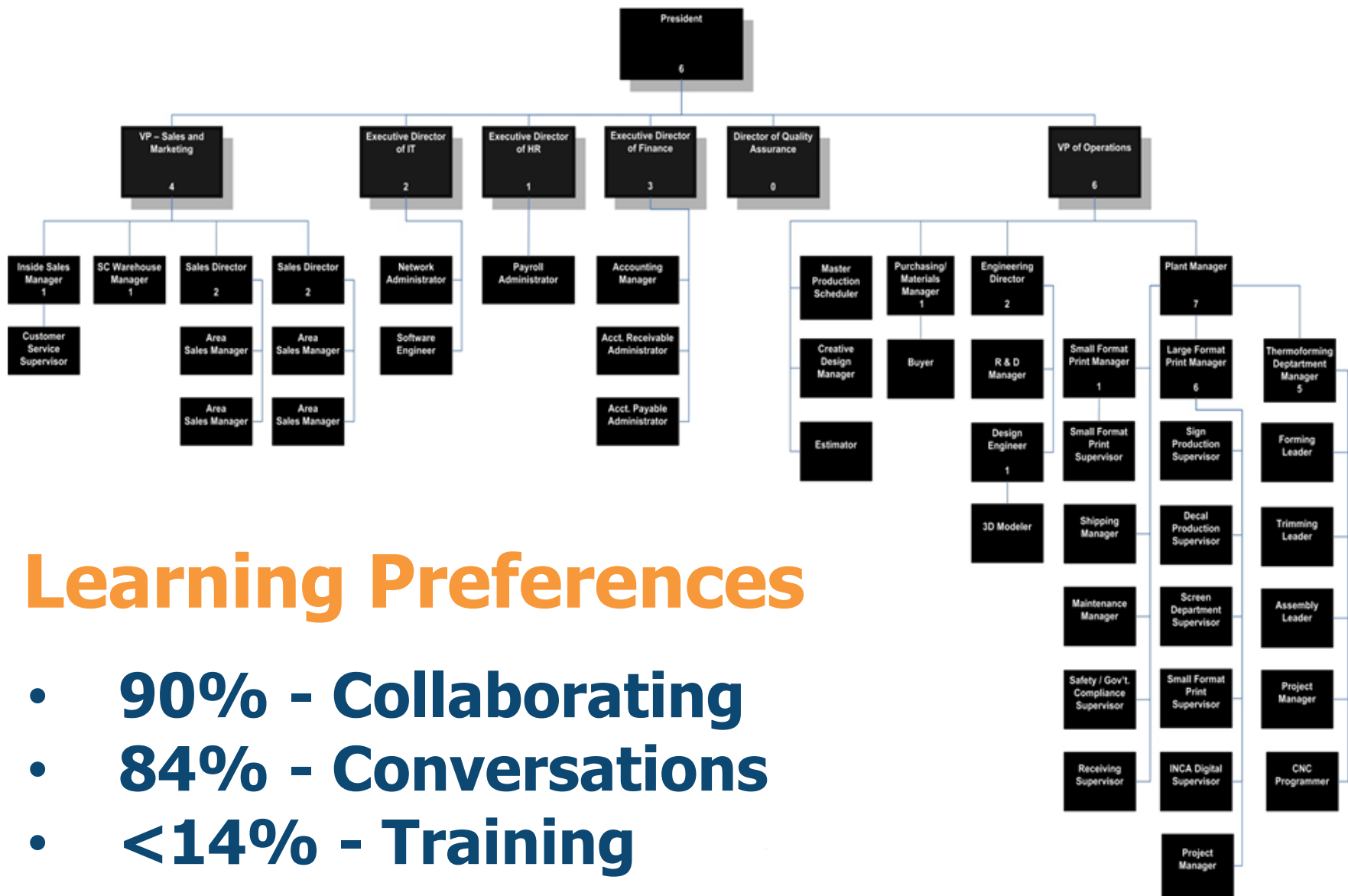


# The best thing you can do is get good at being you.

Fortune Cookie







# Learning Preferences

- **90% - Collaborating**
- **84% - Conversations**
- **<14% - Training**

*Center for Workplace Learning*

# **Pick just one skill & work on it.**

**(That to which we  
give attention  
grows...)**



# What resonated with you today?





# Remember:

**To communicate  
strategically, focus on  
THEM not you.**

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LizWeberCMC





# Driving Innovation Across Industries

Healthcare ● Financial Services ● Manufacturing

October 18 - 19 | Yale School of Management



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