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Communicating Change

Up and Down the Career Ladder

Eileen Sheil, Chief Communications and Public Affairs Officer

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Today's Objectives



Effective Communications

- Why it's important
- Messaging
- Tips to develop skills



Communicating UP & DOWN

- Leader Communications
- Influence your Boss
- Engage your team



Benefits of Effective Communications

- Outcomes vs. Outputs
- Drive Positive Business Results



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Elements of Effective Communications

Elements of Communication

“The single biggest problem in communication is the illusion that it has taken place”.

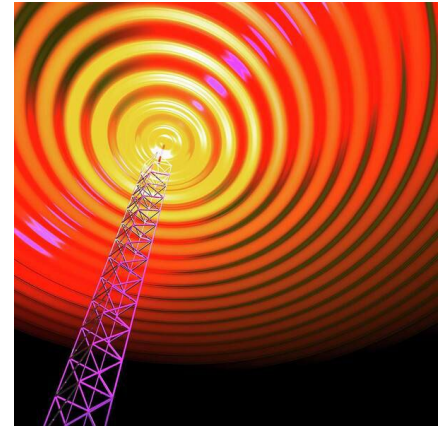
George Bernard Shaw

-- Irish Playwright



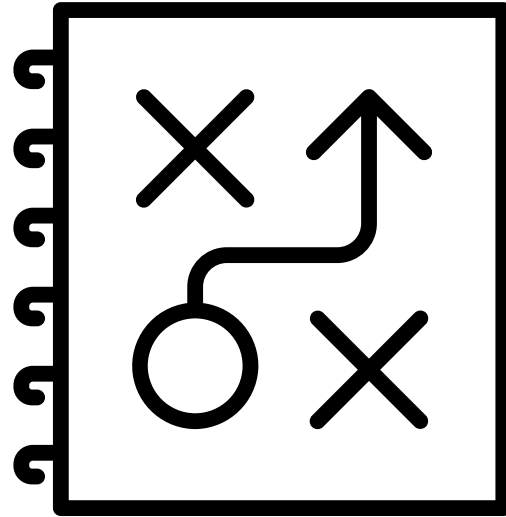
Effective Communications

- Allows a way to present thoughts, ideas and information
- Establishes credibility and builds trust
- Motivates and influences an audience
- Utilizes verbal and non-verbal tactics, data and storytelling
- Requires active listening and appropriate responding
- Relays a goal and/or objective (what are you conveying?)
- Allows for questions/answers, discussion and debate
- Requires preparation and practice
- Is measurable



Key Components of Communication

- Develop a communications plan (who, what, when, where and why)
- Develop your messages, goal and objectives
- Be clear and concise
- Consider your audience and their level of knowledge on the topic
- Encourage dialogue
- Prepare for Q/A and especially for difficult questions
- Listen and solicit feedback
- Follow up



A Word on Messaging

- Key messages are critical to success
- Use words that influence, provide optimism and opportunity to drive change.
- Stay “on message”
- Ensure they cover the entirety of the issue (don’t leave a hole). They should tell the full story and will reduce difficult questions if done properly.
- Use them in every form of communications
- Repeat often
- Bridge back to messaging to provide clarity.



First Face Transplant in USA

- Announce that the surgery took place (Event)
- Address the ethics (not life or death, but why)
- Carefully approved protocol, practice and planning, recovery process (readiness)
- Criteria of eligible patient (last resort)
- Surgical procedure in layman's terms (create understanding)
- Protect patient privacy (patient identity not revealed)
- Provide updates on recovery and benefits of surgery (significant improvement to life)



Tips to Develop Speaker Skills

- Develop an outline (what do you want to say)
 - Put it to paper (develop your presentation)
 - Use compelling visuals (photos, video)
 - Develop stories, find data to emphasize a point
 - Record yourself (audio and/or video)
 - Practice, practice, practice (out loud)
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- Say it and stop (avoid rambling)
- Eliminate “fillers” (um, ya know, so, okay)
- Respond to audience appropriately
- Use intentional movement
- Use of pause, question, whisper, humor when appropriate





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Communications and the Career Ladder

Communicating Up the Ladder

Influencing the Boss

- Think about your goal (promotion, lead a big project, buy-in for a change in practice)
- Do your homework, get your facts, data and examples to prove your point.
- Demonstrate benefits and value to the organization, team or leader.
- Anticipate push back and be ready.
- Develop your key points/messages in advance.
- Practice!
- Don't be discouraged with a "no"; What did you learn? What will you do differently next time?



Communicating DOWN the Ladder

Communications from a Leader – Handling Difficult News



- What happened and why (transparency matters)?
- What are you doing to remedy the situation (so it's unlikely to happen again)?
- Get input and feedback (buy-in is critical for success)
- Report progress and updates (demonstrate accountability)
- What do you need from the team (can't fix it alone)?
- Be clear and concise, honest, open and encourage discussion (earn trust)
- Communicate, communicate, and communicate again (repetition drives retention)

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- Tips – Careful not to let the discussion go off course. Bridge back to the points you want and need to make. Stay on message.

Communicating to the Team

- Develop an agenda
- Allow time for discussion and questions
- Be open to disagreement and debate to get best result
- Emphasize the goal and what's best for the institution, team, etc.
- Practice good time management
- Be available for follow up
- Read the team – introverts, extraverts – know how they think, what they need and how to motivate them
- Incorporate a reward or recognition
- Make it enjoyable so they are fully engaged





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Communications and Business Results

Outcomes vs. Outputs

Outputs – actions taken

Outcomes – results of the actions (outputs)

Although repetition is important, measuring outcomes are key to success or to “course correct” a strategy.

Measurement options:

- Surveys and/or Polling
- Informal feedback mechanisms
- Other



Benefits of Effective Communication

- Drives employee engagement
- Reduces employee turnover
- Builds loyalty
- Encourages innovation, collaboration, teamwork
- Builds strong relationships
- Increases morale
- Drives higher quality of service
- Enables greater acceptance of change
- Reduces absenteeism
- Mitigates conflict



Questions?



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Thank you



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