

Changing more than a name

Outstanding Leadership Programme 2020/21

Module 5: Communication

Saved Chat

- 08:55:00 From Vicki Stott : We talked a lot about the RSA Model and how useful it is
- 08:55:30 From Amanda Tucker : We spent some time chatting about how linked communication and effective change are
- 08:57:47 From Sam Alford : We also talked about how often organisations aren't really prepared/trained to manage change well, maybe don't support staff having to lead the change sufficiently well etc
- 08:58:42 From Belinda, Green Alliance : Lots of positives about working from home - levelling out distributed teams or staff and volunteers with everyone joining meetings on-line. Discussion about how to maintain that when we are allowed to meet again.
- 08:59:27 From Belinda, Green Alliance : I worry I've become more directive in my comms though - would like to go back to more coaching but I think that is harder remotely...
- 09:01:57 From Susie Corfield : Let's set up a teams channel called "Rumours"
- 09:02:12 From Belinda, Green Alliance : Or randomised coffee meetings
- 09:02:40 From Tim Lages : Agree with Belinda - our organisation is based across the entirety of the UK and pre-covid would regularly have meetings of 6 or so people in physical offices and another 2 or 3 attending virtually on a laptop pointing at only one person in the room. The ability for people to communicate effectively was really challenging at that time but now the voice of everyone within the organisation has been levelled up a bit.
I would say people seem better prepped in what they are saying now and work from prompts/presentations/data more often than they could in physical meetings
- 09:02:56 From Olu Alake : Yes, the informal organic communication within teams is very difficult to replicate when you have to set the conversation up online
- 09:04:37 From Ed Howarth : Team is tough as a knowledge collection place. I am exploring using Notion to collate learning across the team <https://www.notion.so/>
- 09:06:19 From Miranda Beebe : They say, given the amount of messaging we are exposed to, that the number has gone from 7 to 14 times before the message sinks in!
- 09:08:08 From Susie Corfield : I find it frustrating in bigger meetings (all directorate or all staff) when so many people keep their cameras off. Am I being unreasonable?!
- 09:09:31 From Nicky Goldthorpe : Me too Susie! We've added into our wfh policy that we expect people to have their cameras on unless they've got a very good reason not to!
- 09:09:48 From Jonny Whitehead : I agree Susie: it feels like people are doing a particularly passive-aggressive "umph"!
- 09:09:52 From Vicki Stott : @Susie, no!! I do wonder what people are really doing... perhaps I have a suspicious mind!
- 09:10:31 From Amanda Tucker : I have had some key staff who have cameras off and don't comment - I have checked to see if we can make them - a policy change is a great idea
- 09:11:41 From Belinda, Green Alliance : Yes, I work for an org with a definite culture of camera's on - I think it is vital. My husband's organisation is different and he's started asking people to turn their cameras on.
- 09:11:43 From Emily Hughes : I find it really hard to concentrate in big broadcast-style meetings feeling like I'm being watched...maybe some of those would be better as podcasts?!

- 09:12:19 From Tim Lages : We've almost done the opposite, encouraging people to turn their cameras off if they need to
- 09:13:25 From Emily Hughes : I've started having more phone meetings too - any excuse not to be staring at the screen
- 09:14:11 From Vicki Stott : @Tim - do you find you get people to participate, even with cameras off? Are you encouraging them because they may need to move away from the screen to sort out children/deliveries or something? Or in general?
- 09:14:15 From Sam Alford : Yeah, I agree - 7 hours on screen is exhausting but phone contact can provide a nice break and some people are more comfortable with it
- 09:14:23 From Katie Mantell : The constant feeling of being watched (and always looking at ourselves on the screen) can be wearing and stressful for some people so I think balance and agreed expectations are vital - eg making clear when it is ok for people to turn off cameras if they are just listening to an input and do not need to input, and indicating when we want people to turn on cameras and contribute
- 09:14:48 From Belinda, Green Alliance : Yes, variety is important. Phone for one-to-ones is good.
- 09:15:07 From Katie Mantell : I'm also a fan of the old fashioned phone call when I can (especially when I can go out and walk at the same time!)
- 09:16:38 From Jonny Whitehead : I do think it feels qualitatively different if you're looking at a screen full of human faces (cats, not so much!) as opposed to a screen full of names on blank screens. I really want to feel as connected with people as I can be at the moment so the former wins, for me, every time, no matter what type of meeting it is.
- 09:16:55 From Kat Lorenz : Can the pyramid be applied as a team do you think, or is it necessarily a 1:1 analysis because different staff members will be at different stages with each other?
- 09:18:25 From Jennifer Griffiths : there must be a clash when you have people communicating with each other from different points on the pyramid
- 09:19:28 From Jonny Whitehead : I wonder whether when we all come back together again we will find our emotional bonds are so much stronger and resilient because of this.
- 09:20:07 From Susie Corfield : When things are going well, the intimacy bit and having people peering into my home feels nice. If I'm feeling stressed or vulnerable it can feel hard - like they're peering into my sanctuary. Maybe it's the same for others and maybe that also links into why people keep cameras off sometimes.
- 09:20:22 From Kat Lorenz : Jennifer, yes I think it can be hard for new staff to find their place in a team that is very well established (ie high up on the pyramid) especially remotely
- 09:20:22 From Sam Alford : So I think that the challenge is about accounting for individual differences in style, culture etc and understanding how we offer communication channels which are inclusive and allow people to contribute in a way that is comfortable for them and are contributing
- 09:22:49 From Tim Lages : Listening is the main challenge I see in organisations that say they aren't communicating effectively
- 09:25:24 From Simon Laurie : With Pretend Listening is the question: "Are you really listening, or just waiting for an opportunity to speak"
- 09:27:27 From Susie Corfield : I try and look generously on those people - they feel uncomfortable and desperately want to reassure - and in doing so, do the opposite!
- 09:28:43 From Miranda Beebe : Sheryl Sandberg's articles on grief have some really good nuggets of wisdom on empathic listening and the difference between asking "how are you" and "how are you today"
- 09:48:02 From Vicki Stott : I'm loving Maggie's Bernie Sanders icon! And I'm kind of sad nobody's shown up as a cat, today :-)
- 09:48:11 From Nicky Goldthorpe : Sorry everyone ... something's come up at work and I need to go sort it out!!

- 09:48:51 From Susie Corfield : That panicking legal kitten has absolutely made my week.
- 09:51:17 From Sam Alford : I also talk to think and that's how I work things out!
- 09:51:36 From Emily Hughes : my husband certainly lives his life in a state pf perpetual confusion because of that...
- 09:52:35 From Gemma Benton : I talk to think - trying to divert these "out loud" thoughts into visual ones instead - recommend Miro for this
- 09:58:48 From Sam Alford : Wow, really interesting Karin, thank you!
- 09:59:35 From Vicki Stott : There was a podcast about the other side of the radical listening coin - radical candour. It was super interesting: <https://pca.st/8f1psjwl>
- 10:14:13 From Ed Howarth : Seems like 'power' is layered across this grid as well
- 10:27:06 From Emily Hughes : As ever, I think our main point was that we miss the pub.
- 10:27:44 From Susie Corfield : Walking meetings! And "wellbeing Wednesdays" when no meetings can be booked.
- 10:27:58 From Jonny Whitehead : Interesting that none of the talk today has been about written communications....
- 10:28:22 From Emily Hughes : Ooh I love that idea Susie - part of the week where there's an organisational ban on meetings...
- 10:28:22 From Julia Weston : We have 'no meeting Wednesday' too - highly recommend it!
- 10:29:15 From Susie Corfield : It came from someone else in the group - it started off as an afternoon and went so well then expanded it to a whole day!
- 10:29:21 From Jennifer Griffiths : without meetings my day is one long drudge requiring self-motivation to get on with anything. Meetings give some structure to the day
- 10:29:36 From Ollie Jeffs : We now encourage and make time for walking meetings and give people permission to go off site. As part of our more formal mentoring sessions, we're also trying to start these times with a walk too
- 10:30:45 From Selma : So sorry, have to rush off. Thank you, great conversation.
- 10:34:00 From Tim Lages : always handy to have more resources
- 10:34:00 From Vicki Stott : Yes please, Maggie - something on written comms would be brilliant