Communicate Like a Leader
September 17, 2020

Chat Log

There were many great thoughts, references, and ideas shared within the chat during the live event. These are captured below to use as a reference alongside of the webinar recording (to provide context).

Note: this has not been edited for grammar or punctuation – this is the raw chat conversations as they took place during the live event.

<table>
<thead>
<tr>
<th>Date Time</th>
<th>From</th>
<th>To</th>
<th>Messages</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 17, 2020 1:43 PM</td>
<td>Cindy Thomas</td>
<td>Everyone</td>
<td>Welcome everyone - if you didn’t receive the materials yet, go to: <a href="https://conferences.nachc.org/nachc/articles/3498/view">https://conferences.nachc.org/nachc/articles/3498/view</a></td>
</tr>
<tr>
<td>September 17, 2020 1:50 PM</td>
<td>Patty Wyatt</td>
<td>Everyone</td>
<td>HI! Welcome! I’m Patty lynn Wyatt. I will be your facilitator today! Yay!</td>
</tr>
<tr>
<td>September 17, 2020 1:53 PM</td>
<td>Patty Wyatt</td>
<td>Everyone</td>
<td><a href="mailto:pattylynnwyatt@gmail.com">pattylynnwyatt@gmail.com</a> contact me - if you have any questons.</td>
</tr>
<tr>
<td>September 17, 2020 2:05 PM</td>
<td>Cindy Thomas</td>
<td>Everyone</td>
<td>Welcome everyone - if you didn’t receive the materials yet, go to: <a href="https://conferences.nachc.org/nachc/articles/3498/view">https://conferences.nachc.org/nachc/articles/3498/view</a></td>
</tr>
<tr>
<td>September 17, 2020 2:06 PM</td>
<td>Jennifer Nolty</td>
<td>Everyone</td>
<td>Hello and welcome! Please submit your Questions here in the chat box for Patty Lynn. Thank you</td>
</tr>
<tr>
<td>September 17, 2020 2:08 PM</td>
<td>Cynthia Selmi</td>
<td>Everyone</td>
<td>Michelle Obama</td>
</tr>
<tr>
<td>September 17, 2020 2:08 PM</td>
<td>Sabra Matovsky</td>
<td>Everyone</td>
<td>Eleanor Rossevelt</td>
</tr>
<tr>
<td>September 17, 2020 2:08 PM</td>
<td>Chad Hendry</td>
<td>Everyone</td>
<td>KKB</td>
</tr>
<tr>
<td>September 17, 2020 2:08 PM</td>
<td>JaneWaldock</td>
<td>Everyone</td>
<td>My Aunt</td>
</tr>
<tr>
<td>September 17, 2020 2:08 PM</td>
<td>Cindylou Figue</td>
<td>Everyone</td>
<td>John maxwell</td>
</tr>
<tr>
<td>September 17, 2020 2:08 PM</td>
<td>Arissa Grizzle</td>
<td>Everyone</td>
<td>Martin Luther King, Jr.</td>
</tr>
<tr>
<td>September 17, 2020 2:08 PM</td>
<td>Pam Choice</td>
<td>Everyone</td>
<td>Leader: Mister Rogers</td>
</tr>
<tr>
<td>September 17, 2020 2:08 PM</td>
<td>Terry Langston</td>
<td>Everyone</td>
<td>Dorothy Johnson</td>
</tr>
<tr>
<td>September 17, 2020 2:08 PM</td>
<td>Cindylou Figue</td>
<td>Everyone</td>
<td>Covey</td>
</tr>
</tbody>
</table>
September 17, 2020 2:08 PM from Suzette Ansay to everyone: My boss, Ted Epperly

September 17, 2020 2:08 PM from Clay Nelson to everyone: FDR

September 17, 2020 2:08 PM from Cynthia Selmi to everyone: Cecile Richards

September 17, 2020 2:08 PM from Monica Rios to everyone: Michelle Obama

September 17, 2020 2:08 PM from Claudia Sanchez to everyone: Chavez and Huerta

September 17, 2020 2:08 PM from DANITA PERRY to everyone: Dr. Tony Evans

September 17, 2020 2:08 PM from Jean Cobb to everyone: authentic

September 17, 2020 2:08 PM from Cindy Thomas to everyone: what are the communication traits of a leader?

September 17, 2020 2:08 PM from Scharla Baker to everyone: Ask questions, don't make assumptions, listen to understand.

September 17, 2020 2:08 PM from Sabra Matovsky to everyone: honest, sincere, asks the right questions

September 17, 2020 2:09 PM from Cindylou Figuerres to everyone: connection

September 17, 2020 2:09 PM from Cindy Arbanovella to everyone: charismatic, good listener

September 17, 2020 2:09 PM from Eric Medina to everyone: made everyone feel special

September 17, 2020 2:09 PM from JaneLee Waldock to everyone: prepared for all scenarios, was firm but compassionate

September 17, 2020 2:09 PM from Meredith McIntyre to everyone: Planning what they were going to say

September 17, 2020 2:09 PM from Suzan Shakhshir to everyone: Active listeners

September 17, 2020 2:09 PM from Laura Parpart to everyone: listening, asking

September 17, 2020 2:09 PM from Sandra Ramirez to everyone: Dan Price, CEO of Gravity Payments

September 17, 2020 2:09 PM from Arissa Grizzle to everyone: He lead by example, great communication skills, always positive and optimistic

September 17, 2020 2:09 PM from Carmen Ibarra to everyone: Michelle Obama

September 17, 2020 2:09 PM from Monica Briones to everyone: calm, good listener,
September 17, 2020 2:09 PM from Rose Marie Velez to everyone: quick to listen, slow to respond

September 17, 2020 2:09 PM from DANITA PERRY to everyone: lives what he teaches

September 17, 2020 2:09 PM from BRENDA THANEL to everyone: gave their time and energy

September 17, 2020 2:09 PM from Terry Langston to everyone: clear, consistent, great listener, encouraging feedback

September 17, 2020 2:09 PM from Susan Park to everyone: one who recognizes their own errors and owning up to them. Great judgment, great listening, great follow through. Humble.

September 17, 2020 2:09 PM from Diana Castillo to everyone: respectful, honest, charismatic

September 17, 2020 2:09 PM from Erika Clarke-Henry to everyone: admits when they don't know...listener....approachable

September 17, 2020 2:09 PM from Danita Perry to everyone: consistent

September 17, 2020 2:09 PM from Rose Marie Velez to everyone: unbiased

September 17, 2020 2:09 PM from Ellen Rielag to everyone: intentional, active listening, clear message

September 17, 2020 2:09 PM from Staci Hines to everyone: articulate, patient, good listener

September 17, 2020 2:09 PM from Terry Langston to everyone: encouraging feedback

September 17, 2020 2:09 PM from Hina Sheth to everyone: honest, willing to listen, team player

September 17, 2020 2:09 PM from Sandra Ramirez to everyone: Listened, empathized, sacrificed

September 17, 2020 2:09 PM from Allison Kane to everyone: transparent, active

September 17, 2020 2:09 PM from Monica Rios to everyone: Compassionate, straight-forward, objective

September 17, 2020 2:09 PM from Suzette Ansay to everyone: Transparent, cares about others, honest

September 17, 2020 2:09 PM from Claudia Sanchez to everyone: Leadership, commitment, and vocal

September 17, 2020 2:09 PM from Cindylou Figuerres to everyone: empower
from Terry Pina to everyone: listen completely, integrity, honesty

from Sarah Oh MPH RDN CLE to everyone: humble, humorous, and trustworthy

from Monica Briones to everyone: knowledgeable but humble

from Rose Marie Velez to everyone: influences, look for team member development

from Cindy Thomas to everyone: if you didn't receive the materials yet, we will need the workbook for today - go to: https://conferences.nachc.org/nachc/articles/3498/view

from Yesenia Robles to everyone: Honest, Listen completely and reliable

from Cindy Thomas to everyone: workbook page 3

from lulia Akulova to all panelists: respectful, honest, passionate,

from Rose Marie Velez to everyone: agree

from Lawanda Ewing to everyone: yes!

from Cheryl Carey (privately): Agreed

from Diane Ramos to everyone: true

from DANITA PERRY to everyone: absolutely have

from BRENDA THANEL to everyone: agree

from Claudia Sanchez to everyone: Agree

from Cheryl Lord-Hernandez to everyone: When we get rushed...quality of communication dwindles.

from Cindy Thomas to everyone: what skills do I need to work on to be a ninja leader???

from Edward Schelb to everyone: On the Audio and Video tab, you can find other audio options.

from Danielle Cole to everyone: Work on listening and not just jumping in to fix things

from chrisitna skaggs to everyone: I would like for when I speak people listen
September 17, 2020 2:16 PM from Wendy Gonzalez to everyone: be proactive not reactive
September 17, 2020 2:16 PM from BRENDA THANEL to everyone: I need to remember that while I have deadlines and pressures, my staff needs to still have some of my time.
September 17, 2020 2:16 PM from Leah VanHam to everyone: I want to be able to give constructive feedback without feeling guilty about it.
September 17, 2020 2:17 PM from DANITA PERRY to everyone: I love that slide
September 17, 2020 2:17 PM from Max Naramor to everyone: be willing to be vulnerable
September 17, 2020 2:17 PM from Cindy Thomas to everyone: @Danita - it's a great visual!
September 17, 2020 2:18 PM from Clay Nelson to everyone: This is exactly where I fail at getting the message across.
September 17, 2020 2:18 PM from Cindy Thomas to everyone: navigate like a captain - serve like a flight attendant
September 17, 2020 2:19 PM from Wendy Gonzalez to everyone: i liket that quote
September 17, 2020 2:19 PM from Wendy Gonzalez to everyone: empathy!
September 17, 2020 2:19 PM from Cindy Thomas to everyone: I see you - you matter - let them know they matter, their ideas matter, you appreciate them...
September 17, 2020 2:19 PM from DANITA PERRY to everyone: cue the music
September 17, 2020 2:20 PM from Cheryl Lord-Hernandez to everyone: Lip Smacking Tip! Stealing that one...
September 17, 2020 2:21 PM from DANITA PERRY to everyone: lots of negative people
September 17, 2020 2:21 PM from Rose Skupeika to everyone: Amen, sister
September 17, 2020 2:21 PM from Ariel Cooper to everyone: SO important to communicate and connect outside of tasks!
September 17, 2020 2:22 PM from Cindy Thomas to everyone: @Ariel absolutely!!!
September 17, 2020 2:23 PM from Clay Nelson to everyone: Exactly! Everyone wants to know they are doing good and that their work matters
September 17, 2020 2:24 PM from Clay Nelson to everyone: Agrred.
September 17, 2020 2:24 PM from Cindy Thomas to everyone: communicate up - appreciate your team in both directions
September 17, 2020 2:24 PM from Clay Nelson to everyone: Agreed
from Chad Brown to everyone: 20
from Michelle Preston to everyone: 30%
from Ellen Rielag to everyone: 20%
from Sarah Oh MPH RDN CLE to everyone: 15%
from Katie Bandtlow to everyone: 5
from Jean Cobb to everyone: 10%
from DANITA PERRY to everyone: 10%
from BRENDA Thanla to everyone: 25%
from Scharla Baker to everyone: 25
from Lawanda Ewing to everyone: 30%
from Cheryl Lord-Hernandez to everyone: 93% non verbal
from Allison Kane to everyone: 20%
from JaneLee Waldock to everyone: 10
from Laura Parpart to everyone: 10
from Cindy Thomas to everyone: what percentage of communication is words?
from Maria Conner to everyone: 25
from Wendy Gonzalez to everyone: 25
from Ariel Cooper to everyone: Virtually? 50%
from Teresa Driskell to everyone: 25%
from Lissette Rodriguez to everyone: 40
from Tami Fraser to everyone: 20
from Miguel Mendoza to everyone: 25%
from Erin OConnor to everyone: 15%
from ashley douthart to everyone: 30
from Danielle Cole to everyone: 40
from David Merrell to everyone: 10%
from Ariel Cooper to everyone: Email!
September 17, 2020 2:24 PM from Manju Lakra to everyone: 30%
September 17, 2020 2:24 PM from Mandy Grant to everyone: 15%
September 17, 2020 2:24 PM from Toni Maddox to everyone: 20%
September 17, 2020 2:24 PM from Juliet Dominguez to everyone: 10-20%
September 17, 2020 2:24 PM from Hilda Ochoa to everyone: 25%
September 17, 2020 2:24 PM from Claudia Sanchez to everyone: 20%
September 17, 2020 2:24 PM from Allan Mingus to everyone: 30% verbal
September 17, 2020 2:24 PM from Clay Nelson to everyone: 20%
September 17, 2020 2:24 PM from Toni Moore to everyone: 15%
September 17, 2020 2:25 PM from Sarah Oh MPH RDN CLE to everyone: ?%
September 17, 2020 2:25 PM from Thuy Quan (privately): 10% verbal 90% nonverbal
September 17, 2020 2:26 PM from Sarah Oh MPH RDN CLE to everyone: funny Patty
September 17, 2020 2:26 PM from Sarah Oh MPH RDN CLE to everyone: (love it!) fun to learn with your energetic teaching!
September 17, 2020 2:26 PM from Cindy Thomas to everyone: if you didn't receive the materials yet, we will need the workbook for today - go to: https://conferences.nachc.org/nachc/articles/3498/view
September 17, 2020 2:27 PM from DANITA PERRY to everyone: this is already so good!
September 17, 2020 2:27 PM from Cindy Thomas to everyone: I'm learning so much
September 17, 2020 2:27 PM from Ben Sturm to everyone: Managing staff from Off-site
September 17, 2020 2:27 PM from Brandi Peres to everyone: I listen to respond...
September 17, 2020 2:27 PM from Eric Medina to everyone: scared to speak up
September 17, 2020 2:27 PM from Sandra Ramirez to everyone: Lack of collaboration
September 17, 2020 2:27 PM from Kim Ledda to everyone: Working from Home
September 17, 2020 2:27 PM from Suzan Shakhshir to everyone: Less face to face due to COVID
September 17, 2020 2:27 PM from Wendy Gonzalez to everyone: lack of or no communication
September 17, 2020 2:27 PM from Martha Welman to everyone: people I need to speak too are too busy to listen or connect
September 17, 2020 2:27 PM from Cindy Thomas to everyone: @Brandi i do the same
non verbal communication ques as staff work remotely

September 17, 2020 2:27 PM from Allan Mingus to everyone: missing out of those

September 17, 2020 2:27 PM from Diana Castillo to everyone: a lot of confusion

September 17, 2020 2:27 PM from Chad Brown to everyone: folks working from home

September 17, 2020 2:27 PM from BRENDA THANEL to everyone: obstinant staff in some cases

September 17, 2020 2:27 PM from Tina McConnell to everyone: A staff member who doesn't read the entire email

September 17, 2020 2:27 PM from Scharla Baker to everyone: managers who don't take feedback and apply it to their situation

September 17, 2020 2:27 PM from Xenia Marshall to everyone: feeling manipulated by certain employees

September 17, 2020 2:27 PM from Kirk Palmer to everyone: scared to make a mistake on technology device

September 17, 2020 2:27 PM from Meredith McIntyre to everyone: I'm training new people and I encourage questions but it seems to me like they're not asking enough questions

September 17, 2020 2:27 PM from Jennifer Du Mond to everyone: slow response to email

September 17, 2020 2:27 PM from Sandra Ramirez to everyone: Poor response from peers

September 17, 2020 2:27 PM from Caryn McHarney-Brown to everyone: Siloed communication

September 17, 2020 2:27 PM from Teresa Driskell to everyone: remote communication

September 17, 2020 2:27 PM from Jean Cobb to everyone: team members afraid they are in trouble when I approach them to talk. (Even though they've never been in any disciplinary convo with me)

September 17, 2020 2:27 PM from Carol Jurczyk to everyone: Remote Staff, Always did that way,

September 17, 2020 2:28 PM from Ariel Cooper to everyone: Email tone can be difficult

September 17, 2020 2:28 PM from carolyn maddox to everyone: employees in different locations
from Lissette Rodriguez to everyone: employees not communicating well and becoming in issue to the flow

from Martha Welman to everyone: Lack of attention - mine and everyone else

from Teresa Driskell to everyone: not listening

from Eleni Manousogiannakis to everyone: expectation that I fix everything rather than personal ownership or going through their supervisor first

from Lawanda Ewing to everyone: no communication

from Teresa Driskell to everyone: dysfunctional

from Sarah Oh MPH RDN CLE to everyone: fatigue from both ends

from Ariel Cooper to everyone: Dysfunctional healthcare processes

from katrina thoma to everyone: defensive responding on everything

from Sarah Oh MPH RDN CLE to everyone: myself and my staff

from Claudia Sanchez to everyone: Slow response

from Ariel Cooper to everyone: FATIGUE!

from Terry Langston to everyone: freezing out of meetings, silo communication, bullying

from Toni Maddox to everyone: confidence in speakers with leaders

from Vincent Filanova to everyone: Distance between teams

from Janna Gardner to everyone: aggressive none

from Terry Langston to everyone: fatigue of talking about the same issues

from Allison Kane to everyone: Misinterpretations, communication within other cultures, fatigue / burnout

from DANITA PERRY to everyone: excuses
<table>
<thead>
<tr>
<th>Date</th>
<th>Time</th>
<th>Sender</th>
<th>Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 17, 2020</td>
<td>2:28 PM</td>
<td>Jana Kantor</td>
<td>Too much zoom! Virtual fatigue</td>
</tr>
<tr>
<td>September 17, 2020</td>
<td>2:28 PM</td>
<td>Scharla Baker</td>
<td>@Eleni you must be in HR...ha.</td>
</tr>
<tr>
<td>September 17, 2020</td>
<td>2:28 PM</td>
<td>Clay Nelson</td>
<td>Excuses</td>
</tr>
<tr>
<td>September 17, 2020</td>
<td>2:29 PM</td>
<td>Clay Nelson</td>
<td>Inability to learn new things</td>
</tr>
<tr>
<td>September 17, 2020</td>
<td>2:29 PM</td>
<td>Cheryl Lord-Hernandez</td>
<td>:)</td>
</tr>
<tr>
<td>September 17, 2020</td>
<td>2:29 PM</td>
<td>Lawanda Ewing</td>
<td>My team complain daily about someone not saying good morning</td>
</tr>
<tr>
<td>September 17, 2020</td>
<td>2:29 PM</td>
<td>Eleni Manousogiannakis</td>
<td>@Scharla nope, i'm a director with supervisors</td>
</tr>
<tr>
<td>September 17, 2020</td>
<td>2:29 PM</td>
<td>Kirk Palmer</td>
<td>team is very touchy</td>
</tr>
<tr>
<td>September 17, 2020</td>
<td>2:29 PM</td>
<td>Cindy Thomas</td>
<td>------ways to get past</td>
</tr>
<tr>
<td>September 17, 2020</td>
<td>2:29 PM</td>
<td>Eleni Manousogiannakis</td>
<td>not taking everything personally</td>
</tr>
<tr>
<td>September 17, 2020</td>
<td>2:29 PM</td>
<td>DANITA PERRY</td>
<td>QTIP=quit taking it</td>
</tr>
<tr>
<td>September 17, 2020</td>
<td>2:29 PM</td>
<td>Cheryl Lord-Hernandez</td>
<td>@Lawanda--my team is not allowed to not say good morning...even if it is just &quot;morning&quot;.</td>
</tr>
<tr>
<td>September 17, 2020</td>
<td>2:30 PM</td>
<td>JaneLee Waldock</td>
<td>study up, feel confident</td>
</tr>
<tr>
<td>September 17, 2020</td>
<td>2:30 PM</td>
<td>Lawanda Ewing</td>
<td>try to be in the moment</td>
</tr>
<tr>
<td>September 17, 2020</td>
<td>2:30 PM</td>
<td>Laura Parpart</td>
<td>active listening</td>
</tr>
<tr>
<td>September 17, 2020</td>
<td>2:30 PM</td>
<td>Janna Gardner</td>
<td>Active communication verbal, written, and close the loop on issues that impact others.</td>
</tr>
<tr>
<td>September 17, 2020</td>
<td>2:30 PM</td>
<td>Arissa Grizzle</td>
<td>truly listen to your staff</td>
</tr>
<tr>
<td>September 17, 2020</td>
<td>2:30 PM</td>
<td>Sarah Oh MPH RDN CLE</td>
<td>acknowledge the issue at hand out in the open to set the tone before discussing together</td>
</tr>
<tr>
<td>September 17, 2020</td>
<td>2:30 PM</td>
<td>Eric Medina</td>
<td>as leaders we should</td>
</tr>
</tbody>
</table>
September 17, 2020 2:30 PM from Brandi Peres to everyone: slow down... remember what the goal is.

September 17, 2020 2:30 PM from Martha Welman to everyone: Schedule regular communication that starts with listening.

September 17, 2020 2:30 PM from Monica Briones to everyone: take a deep breath and have others take a pause during a meeting.

September 17, 2020 2:30 PM from Crystal Moreno to everyone: providing resources and training to use cameras/microphones.

September 17, 2020 2:30 PM from Wendy Gonzalez to everyone: collaboration.

September 17, 2020 2:30 PM from Cindy Thomas to everyone: @Cheryl is there a reason to not say good morning?

September 17, 2020 2:30 PM from Carolyn Tranten to everyone: being present.

September 17, 2020 2:30 PM from Sherra Osgood to everyone: team building exercises.

September 17, 2020 2:30 PM from Tina McConnell to everyone: Change follow up methodology to phone or f2f (conf) rather than email.

September 17, 2020 2:30 PM from Brenda Thanel to everyone: go out and talk to one another.

September 17, 2020 2:30 PM from Terry Pina to everyone: Take a step back and assess.

September 17, 2020 2:30 PM from Jana Kantor to everyone: Solution for zoom fatigue - block off time on my calendar to get work done; meet people in parks to brainstorm and collaborate on projects; turn off the camera.

September 17, 2020 2:30 PM from Melody Young to everyone: Our supervisors to rounding with employees to ask what is working well and what do you need.

September 17, 2020 2:30 PM from Jean Cobb to everyone: create space for 2 way communication.

September 17, 2020 2:30 PM from Sarah Oh MPH RDN CLE to everyone: "Hey, I'm just checking in with you, what's going on?"

September 17, 2020 2:30 PM from Michelle Preston to everyone: Know what you are listening for.

September 17, 2020 2:31 PM from Allison Kane to everyone: understanding that transparency cannot happen 100% of the time for various reasons.

September 17, 2020 2:31 PM from Terry Langston to everyone: talk to individuals, try really hard to listen (put myself in their shoes), encourage a team discussion around our communication challenges.
from Jean Cobb to everyone: asking team members to take share that they think another's perspective is

from Cheryl Lord-Hernandez to everyone: @Cindy--sometimes people are going through a tough time, and they aren't feeling the "good" on a particular day. But they are willing to acknowledge others with a "morning" greeting.

from Sherra Osgood to everyone: give people time to vent, lots of personal issues are spilling into work, its been an extremely trying year for many people

from Terry Pina to everyone: Regular meetings and regular check-ins

from Allison Kane to everyone: informal check-ins

from Cindy Thomas to everyone: @cheryl - an interesting approach - I think I unconsciously say "morning"

from Terry Pina to everyone: Carve out occasional fun, joint activities

from Cheryl Lord-Hernandez to everyone: Part of the "noise" in communication has to do with generational differences.

from Michelle Preston to everyone: @Maryann its not about liking them, its about working respectfully and professionally with everyone. It may be meeting with them and come up with common ground with them to be able to display respect and professionalism and air out the differences and come up with solutions to be able to start liking each other

from Kirk Palmer to everyone: we lean an people that we can count on and sometimes we don't take their lives into consideration

from katrina thoma to everyone: same I read somewhere that millenials feel threatened when the older generation sends texts and emails in full sentence structures and actual punctuations

from Terry Pina to everyone: The success of my direct report is as much my responsibility as it is theirs

from Brandi Peres to everyone: @terry yes!!!

from Cindy Thomas to everyone: @Patty - did you do

from katrina thoma to everyone: so its all true

from Cindy Thomas to everyone: how are people experiencing you?
@Rachel i am friendly
Firm, but fair
probable think that I'm
my team is very vocal
Communicate in different ways depending on the other person(s).
I am understanding,
I'm direct and to the
point, that is sometimes misunderstood
My team is great, but communicating with other departments is challenging
I communicate differently based on person
some I can use direct approach move - others not so much
They feel they're the only ones that have to do or they think it's not valuable or it takes them too much time.
There are some people who just seem to say no to everything though...
communicate as team
ask the right questions - --- key step
Workbook page 5
what if your team has been taken advantage of by previous supervisor so they have trust issues
September 17, 2020  2:39 PM  from Cindy Thomas to everyone:  
if you aren't sitting with someone right now, take this back and practice with a teammate

September 17, 2020  2:39 PM  from Cheryl Lord-Hernandez to everyone:  
Empathy--eye contact, listening, compassion, presence.

September 17, 2020  2:41 PM  from Martha Welman to everyone:  
One challenge as a healthcare leader is that there is so much work that it is hard to calm down and listen/be present.

September 17, 2020  2:41 PM  from Cindy Thomas to everyone:  
being completely present takes practice to not multitask or be distracted and focus on the conversation at hand - I practice this every day

September 17, 2020  2:41 PM  from Jean Cobb to everyone:  
don't interrupt, reflect

September 17, 2020  2:41 PM  from Clay Nelson to everyone:  
I always say Empathy, not sympathy. It allows me to listen and make decisions by the facts and problems and not make decisions off emotion.

September 17, 2020  2:41 PM  from Vincent Filanova to everyone:  
Eye contact

September 17, 2020  2:41 PM  from Cindy Thomas to everyone:  
----what does it mean to actively listen-----

September 17, 2020  2:41 PM  from Toni Maddox to everyone:  
focus on person

September 17, 2020  2:41 PM  from Michelle Preston to everyone:  
don't listen to reply listen with the question what am i listening for

September 17, 2020  2:41 PM  from Jacqueline Champion to everyone:  
don't interrupt

September 17, 2020  2:41 PM  from Kirk Palmer to everyone:  
Keep mouth shut and ears open

September 17, 2020  2:42 PM  from Cindy Arbanovella to everyone:  
be present, ask questions, eye contact

September 17, 2020  2:42 PM  from BRENDA THANEL to everyone:  
engage with them

September 17, 2020  2:42 PM  from Diane Ramos to everyone:  
nod head

September 17, 2020  2:42 PM  from Nancy Buxser to everyone:  
repeat what you have heard

September 17, 2020  2:42 PM  from Allison Kane to everyone:  
less talking, eye contact, ask questions

September 17, 2020  2:42 PM  from Tina McConnell to everyone:  
Don't do anything else while you are listening.

September 17, 2020  2:42 PM  from Scharla Baker to everyone:  
be present in the conversation, ask clarifying questions if you don't understand what they are trying to convey
September 17, 2020  2:42 PM  from Hilda Ochoa to everyone:  to not respond or think

September 17, 2020  2:42 PM  from Janna Gardner to everyone:  Eye to eye contact with no verbal interruption.

September 17, 2020  2:42 PM  from Jennifer Du Mond to everyone:  Don’t interrupt, and reflect back what you hear

September 17, 2020  2:42 PM  from Wendy Gonzalez to everyone:  listen first, then speak

September 17, 2020  2:42 PM  from Terry Pina to everyone:  Do not allow distractions from conversation

September 17, 2020  2:42 PM  from Brandi Peres to everyone:  listen to understand...my challenge. Head nods, dont multitask.

September 17, 2020  2:42 PM  from Nancy Buxser to everyone:  ask questions

September 17, 2020  2:42 PM  from Jean Cobb to everyone:  small mouth, big ears

September 17, 2020  2:42 PM  from Suzan Shakhshir to everyone:  restating in your own words to show you understand what the other person is saying

September 17, 2020  2:42 PM  from Vincent Filanova to everyone:  Don’t think of a response while the other person is talking

September 17, 2020  2:42 PM  from Ellen Rielag to everyone:  remove distractions, focus on them and really listen to them

September 17, 2020  2:42 PM  from Wendy Gonzalez to everyone:  @jean i like

September 17, 2020  2:42 PM  from Leah VanHam to everyone:  Don’t listen to formulate your answer, listen to understand

September 17, 2020  2:42 PM  from Claudia Sanchez to everyone:  Engage, ask questions, paraphrase what you took from that conversation

September 17, 2020  2:42 PM  from Sandra Ramirez to everyone:  eye contact, mirroring facial expression and whne its your time to respond...ask follow ups

September 17, 2020  2:42 PM  from Cindy Thomas to everyone:  @leah absolutely!

September 17, 2020  2:43 PM  from Kirk Palmer to everyone:  Men tend to do this

September 17, 2020  2:43 PM  from Krystal Heath to everyone:  To give your full attention to who is talking to you. Also actively listening. Ask for understanding. Give feedback when needed.

September 17, 2020  2:43 PM  from Tina McConnell to everyone:  Ask if that person needs your help solving a problem or just needs to vent. This changes how I listen.

September 17, 2020  2:43 PM  from Scharla Baker to everyone:  egp
from Wendy Gonzalez to everyone: ego

from Janna Gardner to everyone: Pride

from Toni Maddox to everyone: embarrassed

from Tami Fraser to everyone: Pride

from ashley douthart to everyone: fear of failure

from Cindy Thomas to everyone: what stops us from admitting mistakes-------

from Cindy Arbanovella to everyone: fear and pride

from Marc Mackey to everyone: afraid of repercussions

from Eric Medina to everyone: some people can't be wrong,

from Martha Welman to everyone: Fear

from Toni Moore to everyone: Don't want to look foolish

from Blanca Pena to everyone: vulnerability

from Jacqueline Champion to everyone: interrupting

from Jennifer Du Mond to everyone: appearing weak

from Diane Ramos to everyone: pride

from Tina McConnell to everyone: Don't want to be seen as lacking knowledge

from Hina Sheth to everyone: fear of losing respect

from Krystal Heath to everyone: I agree with the Pride

from Allison Kane to everyone: pride, embarrassment,

from Eric Medina to everyone: culture

from Erika Clarke-Henry to everyone: fear

from Terry Langston to everyone: ego, false sense of who we are,

from Eric Medina to everyone: culture

from Jean Cobb to everyone: yes! all of this
September 17, 2020 2:44 PM from Eleni Manousogiannakis to everyone: Being told I'm 

disingenuous 

September 17, 2020 2:44 PM from Vincent Filanova to everyone: All of the above 

September 17, 2020 2:44 PM from Kirk Palmer to everyone: yor the boss 

September 17, 2020 2:44 PM from Krystal Heath to everyone: Fear of not having the 

answer 

September 17, 2020 2:44 PM from DANITA PERRY to everyone: 1 MD really does take responsibility and admit when she is wrong 

September 17, 2020 2:44 PM from Ariel Cooper to everyone: Fear of people loosing trust in you 

September 17, 2020 2:44 PM from Sandra Ramirez to everyone: being skeptical and obvious about it 

September 17, 2020 2:45 PM from Kirk Palmer to everyone: good leaders will have the courage to say that they were wrong 

September 17, 2020 2:45 PM from Cindy Thomas to everyone: ------soliciting feedback 

----- 

September 17, 2020 2:46 PM from Allan Mingus to everyone: how do you guage your own communication with staff/others so that you can improve (you may think your good at it, but....) 

September 17, 2020 2:46 PM from Brandi Peres to everyone: Great question Allan 

September 17, 2020 2:46 PM from Terry Langston to everyone: Patty, the challenge sometimes is that people dont want to give it, especially good feedback 

September 17, 2020 2:46 PM from Allison Kane to everyone: Great question Allan 

September 17, 2020 2:46 PM from BRENDA THANEL to everyone: Some staff don't feel there comments aren't addressed so they don't like to give feedback 

September 17, 2020 2:46 PM from Allison Kane to everyone: how to evaluate our own communication with others, great 

September 17, 2020 2:46 PM from Jean Cobb to everyone: tips for asking for feedback without seemig like you are asking for their reassurance? 

September 17, 2020 2:46 PM from Anitra Walker to everyone: How do you ask for feedback constantly without appearing like you don't know what you're doing? 

September 17, 2020 2:46 PM from Wendy Gonzalez to everyone: 360 evaluations 

September 17, 2020 2:47 PM from Brandi Peres to everyone: Yes i want feedback 

from my staff too
from Jennifer Du Mond to everyone: YES - culture of candidness

from Martha Welman to everyone: I think you need a strong foundation relationship before these conversations can happen

from Cindy Thomas to everyone: if you were me, what is one thing you would do differently?

from Scharla Baker to everyone: culture of KIND candor is the key....feedback with kindness

from Jennifer Granger to everyone: staff needs to see that you act on feedback, otherwise they won't bother

from DANITA PERRY to everyone: frequent, transparent communication would be appreciated

from Terry Pina to everyone: Be a straight shooter

from Jean Cobb to everyone: be consistent

from Cindy Thomas to everyone: -------being authentic----

from Vicki Odum to everyone: Embrace vulnerability

from Tina McConnell to everyone: be real, be grounded

from Allison Kane to everyone: just be you, not anyone

from Terry Pina to everyone: say what you mean and mean what you say

from Ariel Cooper to everyone: Being ready to learn, ask for input

from Ana Rangel to everyone: have a great attitude

from Martha Welman to everyone: Give the ego a rest and just be honest

from Katie Bandtlow to everyone: Open up and have honest conversations

from Wendy Gonzalez to everyone: my kids say imposter :)

from Jennifer Du Mond to everyone: How can we foster a culture where people are more likely to respond to the request for feedback? It feels like pulling teeth! Even when it's open ended... thinking particularly of workgroups with people outside the organization

from Brandi Peres to everyone: Sorry audio is poor
“Poser!” That is from the 80's. It's back!

Also be aware that as a leader, folks are always watching you and looking at you to set an example.

---

what does it mean to observe?

listen with your eyes

To see the good things as well

pay attention

it helps to observe and gather details on how others communicate so you can adjust your skills

introspection

watch facial and body expressions

Opens you up to the questions you didn't ask

Watch, not do. Be silent; don't lecture. Don't force your way on them.

Take a breath, take in the big picture of what is happening around you

gain information

sit back, stay quiet, actively listen, and let team innovate, share and create.

see potential for greater things

trying to see things from multiple angles/perspectives

Watch how the others communicate and WHO they mostly communicate with

You can communicat better because you have observed what type of state the person is in, how they react to things
<table>
<thead>
<tr>
<th>Date/Time</th>
<th>From/To</th>
<th>Message</th>
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</thead>
<tbody>
<tr>
<td>September 17, 2020 2:51 PM</td>
<td>Ariel Cooper to everyone:</td>
<td>Acknowledge what is happening without you driving</td>
</tr>
<tr>
<td>September 17, 2020 2:52 PM</td>
<td>Claudia Aroni to everyone:</td>
<td>Body language is a high % of communication</td>
</tr>
<tr>
<td>September 17, 2020 2:52 PM</td>
<td>Kristal Heath to everyone:</td>
<td>A person can be saying one thing with their mouth and their body is saying something else</td>
</tr>
<tr>
<td>September 17, 2020 2:52 PM</td>
<td>Edward Schelb (privately):</td>
<td>Is the audio rough on your end?</td>
</tr>
<tr>
<td>September 17, 2020 2:52 PM</td>
<td>Cindy Thomas to Edward Schelb (privately):</td>
<td>Is her audio choppy to you?</td>
</tr>
<tr>
<td>September 17, 2020 2:52 PM</td>
<td>Brandi Peres to everyone:</td>
<td>That's me... i just get excited lol</td>
</tr>
<tr>
<td>September 17, 2020 2:52 PM</td>
<td>Cindy Thomas to Edward Schelb (privately):</td>
<td>yes - would turning video off help?</td>
</tr>
<tr>
<td>September 17, 2020 2:52 PM</td>
<td>Edward Schelb (privately):</td>
<td>Let's try that</td>
</tr>
<tr>
<td>September 17, 2020 2:54 PM</td>
<td>Dianna Grundhauser to everyone:</td>
<td>These are all great suggestions, but made even more difficult now with so many working remotely. Suggestions how to observe then?</td>
</tr>
<tr>
<td>September 17, 2020 2:54 PM</td>
<td>Brandi Peres to everyone:</td>
<td>Dianna that is where i struggle</td>
</tr>
<tr>
<td>September 17, 2020 2:54 PM</td>
<td>Cindy Thomas to Patty Wyatt (privately):</td>
<td>try turning your video off - audio is a little choppy</td>
</tr>
<tr>
<td>September 17, 2020 2:54 PM</td>
<td>Rose Skupeika to everyone:</td>
<td>I lost her</td>
</tr>
<tr>
<td>September 17, 2020 2:54 PM</td>
<td>Dianna Grundhauser to everyone:</td>
<td>Brandi - yes because we don't &quot;see&quot; each other</td>
</tr>
<tr>
<td>September 17, 2020 2:54 PM</td>
<td>Brandi Peres to everyone:</td>
<td>Sometimes the virtual meetings are silent... i need help to make them more interactive</td>
</tr>
<tr>
<td>September 17, 2020 2:54 PM</td>
<td>Brandi Peres to everyone:</td>
<td>I still have you here</td>
</tr>
<tr>
<td>September 17, 2020 2:54 PM</td>
<td>DANITA PERRY to everyone:</td>
<td>I hear you</td>
</tr>
<tr>
<td>September 17, 2020 2:54 PM</td>
<td>Michelle Preston to everyone:</td>
<td>I can hear you</td>
</tr>
<tr>
<td>September 17, 2020 2:54 PM</td>
<td>Cheryl Lord-Hernandez to everyone:</td>
<td>I can hear her.</td>
</tr>
<tr>
<td>September 17, 2020 2:54 PM</td>
<td>Kim Ledda to everyone:</td>
<td>I still hear you</td>
</tr>
<tr>
<td>September 17, 2020 2:54 PM</td>
<td>Ana Rangel to everyone:</td>
<td>I can still hear</td>
</tr>
</tbody>
</table>
from Terry Pina to everyone: I can hear you
from Janna Gardner to everyone: we can hear you.
from Wendy Gonzalez to everyone: i hear you. voice is choppy
from Sarah Oh MPH RDN CLE to everyone: haha!
from Kate Turvin to everyone: I still can't understand her
from Clay Nelson to everyone: I can hear you
from Yesenia Robles to everyone: I can hear you
from Cindy Thomas to everyone: better - not perfect but better
from Brandi Peres to everyone: These trainings are being recorded correct? I would love to go over this again and review the chats.
from Cindy Thomas to everyone: 21 days - create a questioning culture
from Terry Pina to everyone: emphasis on questions and not assumptions
from Cindy Thomas to everyone: @Brandi - yes they are recorded and will be available in a few weeks
from Brandi Peres to everyone: Great thanks Cindy
from Nancy Buxser to everyone: ask, listen and don't judge
from Vincent Filanova to everyone: Always ask for input: in emails, texts, meetings
from Eleni Manousogiannakis to everyone: Questions are great, if only they are received as being curious rather than accusatory
from Ariel Cooper to everyone: Curiosity expands the depth and context of our work
from Cheryl Lord-Hernandez to everyone: Because being curious is less judgemental.
from Michelle Preston to everyone: allows you to better understand and include ideas
from Katie Bandtlow to everyone: It's important to understand why things are the way they are now to know what can be changed in the future
September 17, 2020 2:56 PM from Cindy Thomas to everyone: why is curiosity important

September 17, 2020 2:56 PM from Ariel Cooper to everyone: Curiosity sparks innovation and problem solving

September 17, 2020 2:57 PM from Rosalie Candelario to everyone: Gives us the perspective of others

September 17, 2020 2:57 PM from Terry Pina to everyone: Questions inspire new thoughts and different perspectives

September 17, 2020 2:57 PM from Vincent Filanov to everyone: Call yourself out and state at meetings: ask me a question, if I don’t know I will find out for you. It ok for us to ask for questions and not know the answers. That’s how we move forward

September 17, 2020 2:57 PM from Wendy Gonzalez to everyone: curiosity promotes open communication

September 17, 2020 2:57 PM from Allison Kane to everyone: One thing I've heard is that curiosity is the gateway to opportunity

September 17, 2020 2:57 PM from Cindy Thomas to everyone: as a leader it is great to solicit ideas from your team --- you don't have to choose to implement it --- but let them be heard

September 17, 2020 2:58 PM from Terry Pina to everyone: Being curious can uncover issues that should be addressed

September 17, 2020 2:58 PM from Suzette Ansay to everyone: Encourage people to find "better ways" to do things instead of "this is how we've always done it"

September 17, 2020 2:58 PM from Cindy Thomas to everyone: ------set clear goals------

September 17, 2020 2:58 PM from Cindy Thomas to everyone: how are we delivering a "WOW"

September 17, 2020 2:59 PM from Dianna Grundhauser to everyone: Some people do not respond to others curiosity well - in fact are resistant. - How do you encourage communication with other managers in departments you work with?

September 17, 2020 2:59 PM from Cindy Thomas to everyone: google SMART goals for more info if interested

September 17, 2020 2:59 PM from Cindy Thomas to everyone: encourage a culture of listening and questioning

September 17, 2020 2:59 PM from Cindy Thomas to everyone: what one word comes to mind?

September 17, 2020 2:59 PM from Dianna Grundhauser to everyone: Buy-in
<table>
<thead>
<tr>
<th>Date/Time</th>
<th>Message</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 17, 2020 3:00 PM</td>
<td>from Christine States to everyone:</td>
<td>listening to hear, not to respond</td>
</tr>
<tr>
<td>September 17, 2020 3:00 PM</td>
<td>from Terry Langston to everyone:</td>
<td>active, open, encouraging discussions</td>
</tr>
<tr>
<td>September 17, 2020 3:00 PM</td>
<td>from Brandi Peres to everyone:</td>
<td>transparency, trust, buy in, confidence</td>
</tr>
<tr>
<td>September 17, 2020 3:00 PM</td>
<td>from Suzette Ansay to everyone:</td>
<td>Approachable</td>
</tr>
<tr>
<td>September 17, 2020 3:00 PM</td>
<td>from Wendy Gonzalez to everyone:</td>
<td>listen to understand</td>
</tr>
<tr>
<td>September 17, 2020 3:00 PM</td>
<td>from Norma Antomattei to everyone:</td>
<td>Can you repeat the name of the book?</td>
</tr>
<tr>
<td>September 17, 2020 3:00 PM</td>
<td>from Cindy Thomas to everyone:</td>
<td>book - 7 habits of highly effective people</td>
</tr>
<tr>
<td>September 17, 2020 3:00 PM</td>
<td>from Vincent Filanova to everyone:</td>
<td>Buy in from the team is the key</td>
</tr>
<tr>
<td>September 17, 2020 3:01 PM</td>
<td>from Norma Antomattei to everyone:</td>
<td>Thanks</td>
</tr>
<tr>
<td>September 17, 2020 3:01 PM</td>
<td>from Cindy Thomas to everyone:</td>
<td><a href="https://www.franklincovey.com/the-7-habits.html">https://www.franklincovey.com/the-7-habits.html</a></td>
</tr>
<tr>
<td>September 17, 2020 3:02 PM</td>
<td>from Cindy Thomas to everyone:</td>
<td>------effective questioning------</td>
</tr>
<tr>
<td>September 17, 2020 3:02 PM</td>
<td>from Cindy Thomas to everyone:</td>
<td>page 6 in the workbook</td>
</tr>
<tr>
<td>September 17, 2020 3:04 PM</td>
<td>from Eleni Manousogiannakis to everyone:</td>
<td>For me it's difficult to accept that my staff want me to accommodate to their communication style and preference but don't acknowledge that it's a two way street</td>
</tr>
<tr>
<td>September 17, 2020 3:05 PM</td>
<td>from Rose Skupeika to everyone:</td>
<td>YES!!</td>
</tr>
<tr>
<td>September 17, 2020 3:05 PM</td>
<td>from Terry Langston to everyone:</td>
<td>yes</td>
</tr>
<tr>
<td>September 17, 2020 3:05 PM</td>
<td>from Martha Welman to everyone:</td>
<td>yep</td>
</tr>
<tr>
<td>September 17, 2020 3:06 PM</td>
<td>from Rosalie Candelario to everyone:</td>
<td>Yes</td>
</tr>
<tr>
<td>September 17, 2020 3:07 PM</td>
<td>from Terry Pina to everyone: Had to be probing just this week when I found my direct report crying in her office</td>
<td></td>
</tr>
<tr>
<td>September 17, 2020 3:07 PM</td>
<td>from Jennifer Du Mond to everyone: But what if Martha is tired and doesn't want to talk anymore because she's an introvert and recharges on their own?? How do you get the conversation going when they aren't tired?</td>
<td></td>
</tr>
<tr>
<td>September 17, 2020 3:07 PM</td>
<td>from Cindy Thomas to everyone: ask a question - follow with 3 open-ended and probing questions</td>
<td></td>
</tr>
</tbody>
</table>
OK I'm going to try this with my teenage daughter who doesn't often leave her room

workbook page 6 - practice with a teammate or partner - heck, even your dog!

He's not telling...

don't leave yet - we will answer some questions and do some action planning - more to come!

Sorry-I am not seeing the workbook link

if you didn't receive the materials yet, go to: https://conferences.nachc.org/nachc/articles/3498/view

https://cdn1.digitellinc.com/uploads/nachc/articles/7fa35ff43f70943138e37b433737fdbd.pdf

tips on soliciting feedback without seeming like you are seeking reassurance or fishing for compliments?

Thank you for being an engaging facilitator!

Thank you so much!!!!

@Lisa I hear you!

who asking lots of questions

how do i deal with my leaders

Thank you!

tips on “teaching” or guiding someone on how to give feedback

@ Naureen read

pattylynnwyatt@gmail.com

How do you deal with someone who fishes for negativity?

Sample leadership eval questions for feedback on how they see you?

walk them through it and say lets talk about what happened and how is your current situation is the same as when you
didnt have trust and how is it different and then discuss how those similarities and differences can build trust

September 17, 2020 3:14 PM from Jean Cobb to everyone: what is 360 eval?

September 17, 2020 3:14 PM from Brandi Peres to everyone: survey monkey

September 17, 2020 3:14 PM from Jason Wallace to everyone: Can you repeat the % breakdown of communication pie chart again?

September 17, 2020 3:15 PM from Dianna Grundhauser to everyone: I work hard on good communication with my department, my challenge is engaging other department managers who are resistant."

September 17, 2020 3:15 PM from Brenda Aguirre to everyone: check in

September 17, 2020 3:15 PM from Scharla Baker to everyone: @ Wendy, have a conversation about your perceptions. They may not be aware that is how they are coming across. Create kind awareness.

September 17, 2020 3:15 PM from Michelle Preston to everyone: @Rachelle shut it down and dont get hooked on it. Call them out on it and tell them you are looking for positivity in your team and how can that be changed for them

September 17, 2020 3:15 PM from Martha Welman to everyone: I totally agree with the 30 minutes a week meetings. This has transformed my team. Im a talker and it makes me listen

September 17, 2020 3:15 PM from Tina McConnell to everyone: Jason...7% verbal; 93% non-verbal

September 17, 2020 3:15 PM from Michelle Preston to everyone: @jason 7% verbal 38% tone and 55% body language

September 17, 2020 3:15 PM from Scharla Baker to everyone: Opps I meant @Rachelle

September 17, 2020 3:15 PM from Rachelle Garbin to everyone: @Michelle Thank you!

September 17, 2020 3:16 PM from Brandi Peres to everyone: we always do our 1:1 with no video... i will try with video

September 17, 2020 3:17 PM from Martha Welman to everyone: I use zoom and it works well for 1:1. Very efficient

September 17, 2020 3:17 PM from Wendy Gonzalez to everyone: @Scharla thank you!

September 17, 2020 3:17 PM from Rose Skupeika to everyone: Row the Boat!!

September 17, 2020 3:17 PM from Michelle Preston to everyone: @Brandi our expectation here at all our zoom meetings is video on.
Michelle sometimes it's hard with kids at school, it sucks up the data on the servers.

If a member is not comfortable in giving feedback face to face, do you have a survey platform we can use?

or should I say doing school at home?

What are good strategies for stopping the bullying around communication?

On my team, we all take directives from CEO but there is no collaboration among each other.

Yes, that is true. We aren't teleworking for the most part we are in office.

@ Terry we just did a bullying training and honestly I would say nip it right away.

What are your go-to questions during 30 min check-ins?

Video team/1:1 huddles.

@ Terry set expectations at the beginning of the meeting about allowing others to finish thoughts before replying, no interrupting, positive comments only.

Thank you.

How can we encourage our fellow managers to practice these great suggestions?

Thanks Patty this was so helpful!

Mahalo!

THANK YOU.

@ Brandi ask them what are the advantages and disadvantages of following the suggestions and then discuss the disadvantages to be able to find solutions to them and then there is no excuses to follow them.

Great suggestion.

I like you, respect you and want you to be successful.
September 17, 2020  3:24 PM  from Dianna Grundhauser to everyone: that i have a good communication "relationship" with my team

September 17, 2020  3:24 PM  from Chris Mikhail to everyone: Continue to work on listening skills

September 17, 2020  3:24 PM  from Sandra Ramirez (privately): 3. remove internal commentary

September 17, 2020  3:24 PM  from Dianna Grundhauser to everyone: Asking for feedback from other managers

September 17, 2020  3:25 PM  from Sandra Ramirez (privately): 3. asking for feedback by incorporating into agenda as last item..eg evaluation

September 17, 2020  3:25 PM  from Scharla Baker to everyone: Are these sessions eligible for SHRM credit?

September 17, 2020  3:26 PM  from Diomarie Martinez to everyone: Great recomendations! Thanks, let's go to PRACTICE

September 17, 2020  3:27 PM  from Dianna Grundhauser to everyone: thank you for offering this program! Looking forward to the next sessions!