Communicating Effectively

Bridging the Gap Between Practicing Radiology and Being a Leader

Dr. Ellen Chung
Ellen M. Chung, MD
Pediatric Section Head
American Institute for Radiologic Pathology
and
Associate Professor
Department of Radiology and Radiological Sciences
Uniformed Services University

Disclosures

None.

The views expressed in this lecture are those of the author and do not necessarily reflect the official policy or position of the Departments of the Navy, Army, Air Force or Marines; the Department of Defense, or the U.S. Government.
Communication

Definition:
1. the imparting or exchanging of information or news
2. means of connection between people
Communication

Definition:

1. the imparting or exchanging of information or news
2. means of connection between people
Effective Communication

• Why?
  • Employers value good communicators
  • Conflict is draining
  • Relationships are the key to happiness

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

- George Bernard Shaw
Communication

• Transactional
• Relational
• Personal
Practice

Leadership Foundations: Kickstart Your Career

Types of Communication

- Face-to-face
- Phone
- E-mail
- Text

From Pexels.com

Leadership Foundations: Kickstart Your Career
Barriers to Communication

1. Judging/criticizing/minimizing
2. Not attending
3. Using jargon
4. Providing unwanted advice
5. Rambling
Keys to Effective Communication

- Active listening
- Control and read non-verbals
- What you say (intent)
- How you say it
- What they hear (impact)
- Selecting the appropriate response

Active Listening

"If your mouth is open, you are not learning"

- Buddha
Active Listening

“Most people do not listen with the intent to understand; they listen with the intent to reply”

- Steven Covey

Active Listening

- Look interested
- Listen with eyes and ears
- Listen twice as much as you speak
- Go with the flow (Celeste Headlee)
- Ask open-ended questions
- Clarification and reflection
Non-verbal Cues

- Tone
- Body language
Leadership Foundations: Kickstart Your Career
Leadership Foundations: Kickstart Your Career

Subtle body language

- Body position
  - Shoulder-to-shoulder versus face-to-face
  - Interpersonal distance
  - Position of feet
  - Smile with eyes
  - Initial reaction facial expression
  - Mirroring body language

http://art-sheep.com/gorilla-glasses-were-designed-to-prevent-eye-contact-with-easily-offended-gorillas/
What you say

- Intent
- Manage expectations
- Acknowledge and respond to emotion

How you say it

- Tone
- Conciliation
What they hear

• Not always the same as what you say

Select a Response
5 Chairs Framework – Louise Evans

https://www.youtube.com/watch?v=4BZuWrdC-9Q

Leadership Foundations: Kickstart Your Career

The Jackal - Judging

From Wikimedia Commons

Leadership Foundations: Kickstart Your Career
The Hedgehog – Self Doubt

From codepo8

The Meerkat - Waiting

From pxhere
Dolphin - Detect

The Giraffe - Connect

By Miroslav Duchacek (from Czech Republic) - Own work, CC BY-SA 3.0, https://commons.wikimedia.org/w/index.php?curid=52383
Empathy

“When we listen for their feelings and needs, we no longer see people as monsters.”

Marshall Rosenberg from *Nonviolent Communication: A Language for Life*

---

Empathy – Brene Brown

- Theresa Wiseman – 4 qualities of Empathy
  - Perspective taking
  - Staying out of judgment
  - Recognizing emotion in other people
  - Communicating that

https://brenebrown.com  https://www.youtube.com/watch?v=1Evwgu369Jw

Daring Greatly by Brene Brown

---

Leadership Foundations: Kickstart Your Career
Empathy – Brene Brown

https://brenebrown.com
Daring Greatly by Brene Brown

https://www.youtube.com/watch?v=1Evwgu369Jw

Difficult Communications

• Intent – empathy – be their friend
• Start with yes (“yes, and” not “yes, but”)
• Don’t blame or shame – engage (Celeste Headlee)

https://www.ted.com/talks/celeste_headlee_10_ways_to_have_a_better_conversation
It’s Not About Being Right

Be the bigger dog

Learning Objectives/Key Take-Away Points

- Actively listen
- Control and read non-verbals
- What you say (intent)
- How you say it
- What they hear (impact)
- Selecting the appropriate response
- Empathy
  - Start with “Yes”
  - The power of “And”
- It’s not about being right