

by CUE Cochrane USA 7 months ago

# Competing Perspectives: How to be constructively disruptive when serving on an advisory panel



CUE  
@United4Evidence

Our #AskCUE Twitter Chat is TODAY! Starting at 12pm EST! Join us as we discuss constructive disruption on advisory panels with @santamdmpH !

7 MONTHS AGO



USCEV  
@CEVUS3

Our #AskCUE Twitter Chat is TODAY! Starting at 12pm EST! Join us as we discuss constructive disruption on advisory panels with @santamdmpH !

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Cochrane Eyes US  
@UScochrane

Join in on the discussion! #AskCUE [twitter.com/santamdmpH/sta...](https://twitter.com/santamdmpH/status/968888888888888888)

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@United4Evidence

Patients/consumers/industry are welcome to join w/ questions, experiences, comments! Use the hashtag #AskCUE; incl answer # for comments!

7 MONTHS AGO

# Competing Perspectives: How to Be Constructively Disruptive When Serving on an Advisory Panel



with @SantaMDMPH

#AskCUE



Welcome to the #AskCUE chat w/ @santamdmp, prev Director of Consumer Reports Health Ratings Center & now at OpenNotes! Thx for being here! [pic.twitter.com/X8XnVLgrxt](https://pic.twitter.com/X8XnVLgrxt)

CUE @UNITED4EVIDENCE · 7 MONTHS AGO



**John Santa**  
@santamdmp

Pts/Consumers must lead health systems. Leadership incl collaboration & confrontation. How best to develop confrontational skills? #AskCUE

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**John Santa**  
@santamdmp

Start w good listening. Then sense group dynamics--body language, prolonged silence. Use those skills to time & shape confrontation #AskCUE

7 MONTHS AGO



**John Santa**  
@santamdmp

Important to disagree but not be disagreeable when doing so. Avoid insult, personal, angry language. Ask questions, clarifications #AskCUE

7 MONTHS AGO



**Kay Dickersin**  
@KayDickersin

@santamdmp This is so tough! How can you be direct but not confrontational?

7 MONTHS AGO



**Mary Nix**  
@mnx

Right. Who wants a session that takes on the flavor of one of those cable news shows where the panelists shout over each other? Ugh! #AskCUE [twitter.com/santamdmp/sta...](https://twitter.com/santamdmp/status/7777777777)

7 MONTHS AGO



**John Santa**  
@santamdmp

Watch for basic limitations: bias present, risks minimized, info hidden, comparisons avoided, no long term, outcomes irrelevant #AskCUE

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**John Santa**  
@santamdmp

If others are disagreeable, good time to reinforce the presence of a problem & urge stakeholders to collaborate for a solution #AskCUE

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## Chapter 1: Confrontations while serving on an advisory panel



**CUE**  
@United4Evidence

Thx @santamdmp ! Let's kick things off: Q1. What does it mean to be constructively disruptive? #AskCUE

7 MONTHS AGO



**Kay Dickersin**  
@KayDickersin

@United4Evidence @santamdmp I can tell when someone is doing it, but find it hard to strategize & be responsive to the conversation at same time. Do u plan ahead?

7 MONTHS AGO



**John Santa**  
@santamdmp

[@United4Evidence](#) .A1. Disrupt process in way that maximizes result. Ex: comparisons, deadlines, make public [#AskCUE](#)

7 MONTHS AGO



**Kay Dickersin**  
@KayDickersin

[@santamdmp](#) [@United4Evidence](#) Not sure what your examples mean. Can you give an example?

7 MONTHS AGO



**John Santa**  
@santamdmp

[@KayDickersin](#) [@United4Evidence](#) A1.Comparisons make some uncomfortable but help consumers. [#AskCUE](#)

7 MONTHS AGO



**John Santa**  
@santamdmp

[@KayDickersin](#) [@United4Evidence](#) .A1. Making process public changes behavior. More accountability to consumers. [#AskCue](#)

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**Kay Dickersin**  
@KayDickersin

[@santamdmp](#) [@United4Evidence](#) Just having a consumer watching makes others think about consequences for those affected. Do you think phone meetings change dynamics?

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**CUE**  
@United4Evidence

Q2. How do you know if you are being treated as a token consumer? [#AskCUE](#) [@santamdmp](#)

7 MONTHS AGO



**John Santa**  
@santamdmp

[@United4Evidence](#) .A2. No orientation, recognition, role definition. Content not synthesized, simplified. Small subset dominates. Process inflexible. [#AskCUE](#)

7 MONTHS AGO



**G-I-N North America**  
@GuidelinesNA

[@United4Evidence](#) [@santamdmp](#) Not being called on, asked for perspective, or addressed in meetings or on calls [#askcue](#)

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**G-I-N North America**  
@GuidelinesNA

[@santamdmp](#) We agree that working toward a solution is best! [#askcue](#)

7 MONTHS AGO



**Kay Dickersin**  
@KayDickersin

I would love for you to tell us a (short) story illustrating your points [#AskCUE](#)

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**John Santa**  
@santamdmp

[@KayDickersin](#) At Consumer Reports hard deadlines made everyone accountable. Had to negotiate, collaborate. [#AskCUE](#)


7 MONTHS AGO




**John Santa**  
@santamdmp

[@KayDickersin](#) [@United4Evidence](#) Often industry focus on positive trials. At right time you point out studies omitted from their analysis. You have high ground now. [#AskCUE](#)

7 MONTHS AGO


 **Kay Dickersin**  
@KayDickersin


This is how to tell if you are a token consumer on an advisory board! [@santamdmp](#) #askcue [twitter.com/santamdmp/sta...](#)

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 **CUE**  
@United4Evidence


Q3. Why should you be constructively disruptive? #AskCUE @santamdmp

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 **John Santa**  
@santamdmp


[@United4Evidence](#) A3. To maximize results. Often easy to accomplish something but hard to get best results. If it's worth doing, it's worth doing well #AskCUE

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 **CUE**  
@United4Evidence

. [@santamdmp](#) Great answer #AskCUE [twitter.com/santamdmp/sta...](#)

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 **Mary Nix**  
@mnx

[@GuidelinesNA](#) CPG developers: turn this around and take these actions to avoid disruption. #AskCUE Good stuff. [twitter.com/santamdmp/sta...](#)

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 **Kay Dickersin**  
@KayDickersin

Q3 Those with a different perspective are always disruptive. The imp't thing is to be heard & be viewed as a leader in the group. #AskCUE

 7 MONTHS AGO



**John Santa**  
@santamdmp

@KayDickersin @United4Evidence .A3. Crucial to be good listener and sense group to disrupt at right time. Focus on the tension in the group. #AskCUE

7 MONTHS AGO



**Lorraine B Johnson**  
@lorraine\_lbj

@KayDickersin Many patients aren't heard and don't speak up. #AskCUE

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**Lorraine B Johnson**  
@lorraine\_lbj

Q 3. Merely saying a different perspective is important. Also need a "repeater" oft perspective to hold the point so it doesn't get "lost" [twitter.com/KayDickersin/s...](https://twitter.com/KayDickersin/s...)

7 MONTHS AGO



**John Santa**  
@santamdmp

@lorraine\_lbj @United4Evidence Thats right. Often others disagree but afraid to speak up--- you can feel that tension building. Fill the void. AskCUE#

7 MONTHS AGO



**John Santa**  
@santamdmp

@lorraine\_lbj @United4Evidence @KayDickersin Patients have to contribute more than their story. When they do others have to listen. #AskCUE

7 MONTHS AGO



**Kay Dickersin**  
@KayDickersin

@santamdmp @lorraine\_lbj @United4Evidence Many patients AND others think that the patient story is what they have to contribute. What else should the consumer be contributing?

7 MONTHS AGO



**Lorraine B Johnson**  
@lorraine\_lbj

@santamdmpH @United4Evidence @KayDickersin Right, "my story" is important "to me". Patients must step into the broader arena and address issues bigger than themselves. #AskCUE



7 MONTHS AGO



**John Santa**  
@santamdmpH

@lorraine\_lbj @United4Evidence @KayDickersin Exactly. Critical insight for consumers. AskCUE#



7 MONTHS AGO



**Kay Dickersin**  
@KayDickersin

Right you are! I am not a "my story" fan. I think this expectation limits too much what consumers can offer! [twitter.com/lorraine\\_lbj/s...](https://twitter.com/lorraine_lbj/s...)



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**CUE**  
@United4Evidence

@lorraine\_lbj @santamdmpH @KayDickersin Great point, Lorraine! #AskCUE



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**Annie Appleseed**  
@AnnieAppleseed

@lorraine\_lbj @santamdmpH @United4Evidence @KayDickersin Belatedly stated but, stories can be strong for educating other people



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**Lorraine B Johnson**  
@lorraine\_lbj

A3. Agree. Also lean in with disruptive solutions to identified problems. #AskCUE [twitter.com/santamdmpH/sta...](https://twitter.com/santamdmpH/sta...)



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**Lorraine B Johnson**  
@lorraine\_lbj

#AskCUE [twitter.com/lorraine\\_lbj/s...](https://twitter.com/lorraine_lbj/s...)


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## Chapter 2: Collaborations while serving on an advisory panel



**CUE**  
@United4Evidence


#AskCUE Now we'll talk abt collaboration when serving on an advisory panel with [@santamdmp](https://twitter.com/santamdmp)


 7 MONTHS AGO



**Kay Dickersin**  
@KayDickersin


[@United4Evidence](https://twitter.com/United4Evidence) [@santamdmp](https://twitter.com/santamdmp) Important to understand and contribute without losing your individual voice and perspective


 7 MONTHS AGO



**Lorraine B Johnson**  
@lorraine\_lbj


Collaboration requires use of the word "and" rather than "but" & persistence. Reinforcing someone else's point and adding your own. #AskCUE [twitter.com/United4Evidenc...](https://twitter.com/United4Evidence)


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**Jeff**  
@JeffJeffzhu


Q4. Does collaboration require compromise? [@santamdmp](https://twitter.com/santamdmp) [@United4Evidence](https://twitter.com/United4Evidence) #askcue

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**Cochrane Eyes US**  
@UScochrane

Good point! #AskCUE [twitter.com/JeffJeffzhu/st...](https://twitter.com/JeffJeffzhu/st...)

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**John Santa**  
@santamdmp

@JeffJeffzhu @United4Evidence .A4. Yes. Ppl have diff beliefs, experiences, priorities. Productive confrontation reveals these & enables effective collaboration. #AskCUE

7 MONTHS AGO



**Kay Dickersin**  
@KayDickersin

@JeffJeffzhu @santamdmp @United4Evidence I would think so. Decide ahead what is nonnegotiable (eg, consumers get a vote, same as other stakeholders).

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**Lorraine B Johnson**  
@lorraine\_lbj

@JeffJeffzhu @santamdmp @United4Evidence A4. Collaboration requires "inclusiveness" .Not all things lead 2 compromise. requires acknowledging & addressing concerns raised. #AskCUE

7 MONTHS AGO



**Lorraine B Johnson**  
@lorraine\_lbj

@JeffJeffzhu @santamdmp @United4Evidence A4. And yes, John, acknowledging differences and asking "what's your perspective" opens the room #AskCUE

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**Lorraine B Johnson**  
@lorraine\_lbj

@JeffJeffzhu @santamdmp @United4Evidence Q4. Sometimes collaboration requires teamwork. One person says something very disruptive which other person softens & amplifies #AskCUE

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**Mary Nix**  
@mnx

@JeffJeffzhu @santamdmp @United4Evidence I think @lorraine\_lbj suggestion of 'yes, and' works. Repeat what you've heard and respectfully disagree, adding your viewpoint. #AskCUE

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**Cochrane Eyes US**  
@UScochrane

.Q5 How to collaborate when other stakeholders are not interested in doing the same? #AskCUE  
[@santamdmp](#) [@United4Evidence](#)

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**John Santa**  
@santamdmp

[@UScochrane](#) [@United4Evidence](#) .A5. Keep listening, watching. Insist on professional behavior. Consensus should be unanimous. Don't be intimidated, speak up. #AskCUE

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**Mary Nix**  
@mnx

This gets particularly tricky when participating by phone/web. #AskCUE [@santamdmp](#)  
[twitter.com/santamdmp/sta...](https://twitter.com/santamdmp/status/883...)

7 MONTHS AGO



**TheEvidenceDoc**  
@TheEvidenceDoc

Indeed, hard to read cues by voice. I often choose a positive aspect to build on "Yes AND..." to introduce different perspective. #AskCUE [twitter.com/mnx/status/883...](https://twitter.com/mnx/status/883...)

7 MONTHS AGO



**John Santa**  
@santamdmp

[@mnx](#) [@United4Evidence](#) Yes. Can text, email others. Have to listen hard for words and tones. Can't multi task--at least I can't. You miss cues. AskCUE#


7 MONTHS AGO




**Kay Dickersin**  
@KayDickersin


[@TheEvidenceDoc](#) On the phone, most participants are doing their email and aren't listening. For the others, getting in a word edgewise can be hard,

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 **Mary Nix**  
@mnx


[@TheEvidenceDoc](#) We are on same page with 'Yes, and!' [#AskCUE](#)

 7 MONTHS AGO


 **Lorraine B Johnson**  
@lorraine\_lbj


[@JeffJeffzhu](#) [@santamdmp](#) [@United4Evidence](#) A4. And yes, John, acknowledging differences and asking "what's your perspective" opens the room [#AskCUE](#)

 7 MONTHS AGO


 **Kay Dickersin**  
@KayDickersin


How often is it ok to be "disruptive"? One should show support when one agrees as well as when one's perspective is different. [#askCUE](#)

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 **CUE**  
@United4Evidence

Q6. [#AskCUE](#) [@santamdmp](#) [twitter.com/KayDickersin/s...](https://twitter.com/KayDickersin/s...)


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 **John Santa**  
@santamdmp


[@United4Evidence](#) .A6. OK to disrupt if maximizing results and others in group engaged and supportive. If acceptable position emerges jump on it. [#AskCUE](#)

 7 MONTHS AGO

### Chapter 3: Being a good listener on an advisory board

 **CUE**  
@United4Evidence

We are now moving on to being a good listener on an advisory panel! [#AskCUE](#) [@santamdmp](#)

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**Jeff**  
@JeffJeffzhu

How can you demonstrate you have listened and understood other viewpoints, but still disagree?  
[@santamdmp](#) [@United4Evidence](#) [#askcue](#)

7 MONTHS AGO



**CUE**  
@United4Evidence

Q7 [#AskCUE](#) [@santamdmp](#) [twitter.com/JeffJeffzhu/st...](#)

7 MONTHS AGO



**John Santa**  
@santamdmp

[@United4Evidence](#) .A7. Repeat, summarize, clarify, identify areas of agreement but make clear what you disagree with & why. Suggest middle ground [#AskCUE](#)

7 MONTHS AGO



**Kay Dickersin**  
@KayDickersin

[@JeffJeffzhu](#) [@santamdmp](#) [@United4Evidence](#) watch CUE video about this ([consumersunited.org/resources-serv...](#) Video 3: Getting your point across to a panel ). Inspired by real life situation!

7 MONTHS AGO



**CUE**  
@United4Evidence

.Q8 What are specific qualities of a good listener? [@santamdmp](#) [@United4Evidence](#) [#AskCUE](#)


7 MONTHS AGO



**John Santa**  
@santamdmp


[@United4Evidence](#) .A8. ACTUALLY LISTEN, no multitasking, look at speaker, at slides. Summarize comments of others. Get names right. Connect dots. [#AskCUE](#)


7 MONTHS AGO



**Lorraine B Johnson**  
@lorraine\_lbj


Listening shows respect. "As John was saying, we should. . ." always gets John's attention. Also, tag team with leaders this way. #AskCUE [twitter.com/santamdmp/sta...](https://twitter.com/santamdmp/sta...)


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**Lorraine B Johnson**  
@lorraine\_lbj


Patients need to understand how to be spokespeople, leaders, and collaborator at same time. Lean way in #AskCUE


 7 MONTHS AGO



**Lorraine B Johnson**  
@lorraine\_lbj


A. 8. Patients should practice listening as an "active sport" of acknowledging and expanding on viewpoints of others. #AskCUE


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**Mary Nix**  
@mnx


@JeffJeffzhu @santamdmp @United4Evidence I think @lorraine\_lbj suggestion of 'yes, and' works. Repeat what you've heard and respectfully disagree, adding your viewpoint. #AskCUE

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**Cochrane Eyes US**  
@UScochrane

Tips on being a good listener on an advisory panel #AskCUE [twitter.com/santamdmp/sta...](https://twitter.com/santamdmp/sta...)


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#### Chapter 4: Being a good feeler on an advisory board



**CUE**  
@United4Evidence

Thx everyone for your comments/questions! Next & last pt: understanding dynamics on an advisory panel @santamdmp #AskCUE

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**CUE**

@United4Evidence

Q9. How does understanding the panel's dynamics help you be a better communicator?

[#AskCUE](#) [@santamdmp](#)



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**John Santa**

@santamdmp

[@United4Evidence](#) .A9. You articulate what others feeling. You connect the dots. You sense different direction. You lead [#AskCUE](#)



7 MONTHS AGO

**Kay Dickersin**

@KayDickersin

what do you think about using the phrase "I think"? [#askCUE](#)



7 MONTHS AGO

**Lorraine B Johnson**

@lorraine\_lbj

"I think" allows room for other's thoughts. Also asking what someone else (silent patient?) thinks is good. Round robin is good. [#AskCUE](#)



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**CUE**

@United4Evidence

Q10. What kind of physical cues help you read the dynamics of the panel? [#AskCUE](#)

[@santamdmp](#)



7 MONTHS AGO


**John Santa**

@santamdmp


[@United4Evidence](#) .A10. Silence, unhappy, bored, restless... suggests problems. Nodding yes, paying attention, listening suggests progress. [#AskCUE](#)




7 MONTHS AGO


 **Kay Dickersin**  
@KayDickersin

@santamdmp [@United4Evidence](#) if the dynamics suggest problems what can you do to change the mood?

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 **CUE**  
@United4Evidence


[#AskCUE](#) @santamdmp What an incredible discussion! Let's continue on CUE's FB: [ow.ly/VGoc3odrIc2](http://ow.ly/VGoc3odrIc2)

 7 MONTHS AGO


 **Kay Dickersin**  
@KayDickersin


Thank you John Santa! I will carry the storify CUE devlops with me, to help me remember all your excellent points! [#askCUE](#)

 7 MONTHS AGO


 **CUE**  
@United4Evidence


Thx for participating in the [#AskCUE](#) chat! & thank you @santamdmp for your thought-provoking answers! Look out for our Storify!

 7 MONTHS AGO


 **John Santa**  
@santamdmp

[@United4Evidence](#) Thanks all. Wonderful to Twitter with you.


 7 MONTHS AGO

 **CUE**  
@United4Evidence


More questions abt advisory panels? Check out CUE's resources for advisory panel engagement: [ow.ly/m3p73odrIIS](http://ow.ly/m3p73odrIIS) [#AskCUE](#)

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 **G-I-N North America**  
@GuidelinesNA

[@United4Evidence](#) This is a great wealth of resources for [#consumers](#) [#askcue](#)

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