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

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

Patients/consumers/industry are welcome to join w/ questions, experiences, comments! Use the hashtag #AskCUE; incl answer # for comments!
Welcome to the #AskCUE chat w/ @santamdmph, prev Director of Consumer Reports Health Ratings Center & now at OpenNotes! Thx for being here! pic.twitter.com/X8XnVLgrxt

John Santa
@santamdmph

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

7 MONTHS AGO

John Santa
@santamdmph

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
@santamdmph

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

7 MONTHS AGO
Chapter 1: Confrontations while serving on an advisory panel

Kay Dickersin
@KayDickersin

@santamdmph 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/santamdmph/sta...

7 MONTHS AGO

John Santa
@santamdmph

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

7 MONTHS AGO

John Santa
@santamdmph

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

7 MONTHS AGO

CUE
@United4Evidence

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

7 MONTHS AGO

Kay Dickersin
@KayDickersin

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

7 MONTHS AGO

Kay Dickersin
@KayDickersin
@santamdmph @United4Evidence Not sure what your examples mean. Can you give an example?

7 MONTHS AGO

John Santa
@santamdmph
@KayDickersin @United4Evidence A1. Comparisons make some uncomfortable but help consumers. #AskCUE

7 MONTHS AGO

John Santa
@santamdmph
@KayDickersin @United4Evidence A1. Making process public changes behavior. More accountability to consumers. #AskCue

7 MONTHS AGO

Kay Dickersin
@KayDickersin
@santamdmph @United4Evidence Just having a consumer watching makes others think about consequences for those affected. Do you think phone meetings change dynamics?

7 MONTHS AGO

CUE
@United4Evidence
Q2. How do you know if you are being treated as a token consumer? #AskCUE @santamdmph

7 MONTHS AGO
John Santa  
@santamdmph

@United4Evidence  
#AskCUE

G-I-N North America  
@GuidelinesNA

@United4Evidence @santamdmph  
Not being called on, asked for perspective, or addressed in meetings or on calls  
#askcue

G-I-N North America  
@GuidelinesNA

@santamdmph  
We agree that working toward a solution is best!  
#askcue

Kay Dickersin  
@KayDickersin

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

John Santa  
@santamdmph

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

John Santa  
@santamdmph

@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
Kay Dickersin @KayDickersin

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

7 MONTHS AGO

CUE @United4Evidence

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

7 MONTHS AGO

John Santa @santamdmph

@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

7 MONTHS AGO

CUE @United4Evidence

. @santamdmph Great answer #AskCUE twitter.com/santamdmph/sta...

7 MONTHS AGO

Mary Nix @mnx

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

7 MONTHS AGO

Kay Dickersin @KayDickersin

Q3 Those with a different perspective are always disruptive. The impt thing is to be heard & be viewed as a leader in the group. #AskCUE

7 MONTHS AGO
John Santa
@santamdmph

@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

7 MONTHS AGO

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...

7 MONTHS AGO

John Santa
@santamdmph

@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
@santamdmph

@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

@santamdmph @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...
7 MONTHS AGO

CUE
@United4Evidence
@lorraine_lbj @santamdmph @KayDickersin Great point, Lorraine! #AskCUE
7 MONTHS AGO

Annie Appleseed
@AnnieAppleseed
@lorraine_lbj @santamdmph @United4Evidence @KayDickersin Belatedly stated but, stories can be strong for educating other people
7 MONTHS AGO

Lorraine B Johnson
@lorraine_lbj
A3. Agree. Also lean in with disruptive solutions to identified problems. #AskCUE twitter.com/santamdmph/sta...
7 MONTHS AGO
Chapter 2: Collaborations while serving on an advisory panel

@United4Evidence

#AskCUE Now we’ll talk abt collaboration when serving on an advisory panel with @santamdmph

@KayDickersin

@United4Evidence @santamdmph Important to understand and contribute without losing your individual voice and perspective

@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...

@JeffJeffzhu

Q4. Does collaboration require compromise? @santamdmph @United4Evidence #askcue

@UScochrane

Good point! #AskCUE twitter.com/JeffJeffzhu/st...
John Santa
@santamdmph

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

7 MONTHS AGO

Lorraine B Johnson
@lorraine_lbj

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

7 MONTHS AGO

Lorraine B Johnson
@lorraine_lbj

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

7 MONTHS AGO

Mary Nix
@mnx

@JeFFJeffzhu @santamdmph @United4Evidence I think @lorraine_lbj suggestion of 'yes, and' works. Repeat what you've heard and respectfully disagree, adding your viewpoint. #AskCUE

7 MONTHS AGO
Q5 How to collaborate when other stakeholders are not interested in doing the same? #AskCUE @santamdmph @United4Evidence

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

This gets particularly tricky when participating by phone/web. #AskCUE @santamdmph twitter.com/santamdmph/sta...

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...

@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#

On the phone, most participants are doing their email and aren’t listening. For the others, getting in a word edgewise can be hard,
Chapter 3: Being a good listener on an advisory board
How can you demonstrate you have listened and understood other viewpoints, but still disagree?

@santamdmph @United4Evidence #askcue

How can you demonstrate you have listened and understood other viewpoints, but still disagree?

@santamdmph @United4Evidence #askcue

Q7 #AskCUE @santamdmph twitter.com/JeffJeffzhu/st...

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

John Santa
@santamdmph

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

Kay Dickersin
@KayDickersin

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

CUE
@United4Evidence

.Q8 What are specific qualities of a good listener? @santamdmph @United4Evidence #AskCUE

John Santa
@santamdmph

@United4Evidence .A8. ACTUALLY LISTEN, no multitasking, look at speaker, at slides. Summarize comments of others. Get names right. Connect dots. #AskCUE
Listening shows respect. "As John was saying, we should." always gets John’s attention. Also, tag team with leaders this way. #AskCUE twitter.com/santamdmpf/sta...

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

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

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

Tips on being a good listener on an advisory panel #AskCUE twitter.com/santamdmpf/sta...

Chapter 4: Being a good feeler on an advisory board

Thx everyone for your comments/questions! Next & last pt: understanding dynamics on an advisory panel @santamdmpf #AskCUE
Q9. How does understanding the panel's dynamics help you be a better communicator?  
#AskCUE @santamdmph

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

what do you think about using the phrase "I think"? #askCUE

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

Q10. What kind of physical cues help you read the dynamics of the panel?  
#AskCUE @santamdmph

@United4Evidence .A10. Silence, unhappy, bored, restless... suggests problems. Nodding yes, paying attention, listening suggests progress. #AskCUE
@santamdmph @United4Evidence if the dynamics suggest problems what can you do to change the mood?

@United4Evidence #AskCUE What an incredible discussion! Let's continue on CUE's FB:
ow.ly/VG0c30drIc2

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

Thx for participating in the #AskCUE chat! & thank you @santamdmph for your thought-provoking answers! Look out for our Storify!

@United4Evidence Thanks all. Wonderful to Twitter with you.

More questions abt advisory panels? Check out CUE's resources for advisory panel engagement:
ow.ly/m3p730drIlS #AskCUE
@United4Evidence This is a great wealth of resources for #consumers #askcue