Mission Driven Data Podcast April 18, 2023 - Transcript

Hi everybody. I'm Ginger Bandeen. I'm here with Dr. Carrie Graham. We, today we are talking about our emotions getting in the way of your truth telling. We are so honored to have Dr. Graham join us. This is our second guest appearance of Dr. Graham, who is an adult learning strategist. An adult learning specialist, knows all things adult learning and communication,

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and we're just really honored to have Dr. Graham join us. So we, this is part of our guest speaker series in the mission-Driven Data community. If you're not already a member of our community, please join so that you will get access to recordings. You could see the earlier conversation we had with Dr. Graham, which was awesome. And Colin is probably gonna put a link in the chat there to join.

**00:44**

So, couple quick housekeeping things. We're recording today's session, so after today you'll be able to go access the recording in the mission-driven data community. We also make the link available through the Zoom registration link for about a week. But yeah, we always like to know where you're joining us from. So if you're here, please go to the chat and let us know.

**01:05**

Ah, and I should have said, I'm Ginger Bandeen and I'm here the founder and C of Mission-Driven Data, and I'm here in Portland, Oregon. And Dr. Graham, where are you in the world? I am in the Charlotte, North Carolina area, so coast to coast conversation today, coast to coast, That's right. Yay. For technology.

**01:24**

Yeah. So yay for technology. Hello Nicole. Thanks for joining us. Yeah, so just a quick little blurb about mission-driven data. We offer three things to support agencies. We have data tools that make it easier to get your data out of the credible e h R. We have a free online community where we host events like this and also trainings and workshops all over the,

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all over the different array of topics that might be of interest to people who are interested in making the world a better place. And then we also have professional services where we do consulting to help agencies understand their data more effectively. So today we are joined by Dr. Kerry Graham. As I mentioned, Dr. Graham is amazing. If I didn't already mention that,

**02:05**

Dr. Graham is amazing. I've known, I guess I've known you for how many years now, Dr. Graham? Three years. It has been three years, Yes. Yes. So Dr. Graham and I have gotten to know each other over the last few years. Dr. Graham is the owner and founder of Care O Graham Learning and Solutions,

**02:25**

which helps small business owners and corporate trainers build relevant learning experiences with adult learning best practices to meet key performance indicators. Dr. Graham is a published author and researcher with 25 plus years experience in developing curriculum learning and learning facilitation across healthcare, higher education and management. Dr. Graham has presented at National and International Professional Conferences. Dr. Graham has a reputation for asking critical questions that help people uncover clear and insightful solutions.

**02:54**

And as a consultant, she demonstrates adult learning best practices when customizing her own experiences for her clients. Dr. Graham is great cuz she doesn't believe in a one size fits all approach, customizes solutions for everybody's unique needs. And we're so honored to have you here today, Dr. Graham. So I was gonna start by doing a quick poll to our audience and Dr.

**03:14**

Graham phrased this question much better. So I'm going to also copy Dr. Graham's question if that's okay with you, Dr. Graham. So absolutely. I'm gonna put this question, there's a question I'm gonna put in the chat and then I'm also going to do a quick poll here. So hopefully you all are seeing a poll on your screen. So it should say a couple questions about your role in communicating information at your agency.

**03:40**

Are you usually the person delivering the information? Usually the person receiving the information. A combination of both or something else. And what emotions have you experienced with communicating information? And I just put a few in there. It it, there might be more that I didn't list. I was trying to be a little bit balanced if positive and negative. Yeah.

**04:02**

Thank you so much. It's always, it's so nice. It's nice to hear from the folks who are here. Nice to hear. Thanks everybody for filling out the poll. And Dr. Graham, it looks like we have most people here who are doing a combination of receiving and delivering information, although also some folks who are mostly the people delivering the information.

**04:19**

Oh, wow. And the most common feeling people described so far is frustration. And the next common, the next most frequent was joy and connection. So little bit of fear, embarrassment, and disconnection as well. So that's, I'll go ahead and end the poll. Thanks everybody for sharing that with us. It's just nice to hear your thoughts. And then I'm just going to actually stop sharing my screen and we'll take off our conversation.

**04:49**

Dr. Graham, is there anything else you'd like to share with the group about yourself before we dive into our topic? I, you know, thank you. One, I wanna say thank you so much Ginger and your into your team for having me and hosting me and, and for your incredible audience who I'm really excited to hear their thoughts and, and answer any questions that they have about our topic today.

**05:14**

And I will say yesterday I was thinking about our topic and I pulled up the feelings or the emotion wheel. And in thinking about it, I, I recog like if, you know, for those of you that are aware of it, there's the center listing and that's where most people talk about, right? Like, oh, I'm angry, or,

**05:39**

oh, I'm sad or happy. But really the feel, the true description of the feeling is more deeper than that. And so I'm, I'm just curious, it's just something that's on my mind. I don't know where that will take us in our conversation today, but if, you know, I encourage people to look at the wheel just to see if they're having like the frustration and joy and disconnection.

**06:05**

Yeah, yeah. Frustration is probably a good, a good example of a feeling where it's a, like, like your gut feeling is frustration, but it's sometimes hard to recognize like what exactly it is that you're frustrated about. You know, like is it, is it like, it's easy for, like, I feel like frustration happens to me sometimes where I misdirect that feeling like,

**06:26**

I think it's about one thing, but it's actually about something else, or it's actually about a bigger thing. What Do you think? Yeah, yeah. I would say for me frustration is it, it it really stems from the how, like what's the meaning behind, right? Like, I don't understand the meaning behind what's the context of what you're saying.

**06:49**

And that's the, if I don't understand it or I'm in opposition to it, that's where my level of frustration comes from with communication and yeah. Now that we're talking about it, thank you. No, I, I love that. That's such a good, I mean that's great to think about that with communication, right? Because we talk a lot about why when we're communicating information,

**07:13**

why it's important for people to understand why they're getting that information and that, I think that speaks to this thing you were just talking about, that when you're, when you don't know why someone's telling you something, you can feel frustrated cuz you're either making assumptions about why they're telling it or you're like maybe feeling some fear about what they're sharing. I don't know.

**07:32**

What else do you think goes into that? I would, for me it has been, we, we clearly are not on the same page. And so, you know, and usually it comes up when, well it has come up really only in my past career where we're supposed to be working on this project together, which would suggest we're moving in the same,

**07:56**

we're aligned, we're moving in the same direction, and then we're in a meeting and the one person is saying something that's totally not what we had agreed to. And so it's, I think sometimes we can be saying the same thing but use different language. But if I don't understand the language, right? So if your language, and this really ties into what we're talking about today,

**08:28**

if your language is laid in with emotions, I don't have an understanding of why, you know, you have these emotions in this moment and so now I don't even understand the context of what you're talking about because of the emotional piece that's bubbling up. Yeah. For me, the frustration piece is really, it is complex the more we're talking about it.

**08:53**

Yeah, I love that cuz I, I think that the, this idea of emotions affecting our language is great. I mean there's also language in terms of like the jargon we use. Yeah. And sometimes when people are anxious they get even more jargony. I don't know if you've ever, I just did it with my word of use of the word jargon Where when people are feeling a little defensive or nervous,

**09:18**

I think sometimes people kind of dig into like terminology that makes, kind of reinforces their feelings of self-worth a little bit. Like I, you know, and I think that happens, I think a lot in our, you know, the work we do where we're translating information between like different disciplines, you know, like maybe a clinical kind of person is talking to like a technical kind of person.

**09:42**

And when those two groups are communicating and a lot of like, sort of like buzzwords get used by either side or words that the other people might not understand. Like, I wonder if sometimes that is emotions and people kind of, that's a way that emotions are expressed in that communication. Yeah, I, you know, ginger, I think you make such an excellent point in terms of,

**10:06**

you know, when people resort back to the jargon that set or the language we'll say that sets them apart, right? So the language that makes them the expert, I would agree with you on that, but I also, as you were mentioning it, it, I went to the other extreme, right? So I think when emotions are starting to bubble to the surface,

**10:31**

people's language changes in terms of context, not context, but the w the way it is delivered, right? So I'm gonna raise my voice because if I raise my voice, you're gonna hear it even though I say the same, you know, that that thing like that works. So there's that and there's the use of using very defensive language. So now we've,

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we're not even talking about the topic at hand, right? Our emotions have gotten the better of us and we've sh shifted a conversation about the work that we're doing to person, you know, personal attacks sometimes or person's behavior and character. And so I think, you know, I think we both raise a really important point for people to be mindful of is that when the,

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in, when the information is being delivered, we really need to be mindful of not only our own attachment to the topic, but also the receiver's attachment to the topic. Because depending on what those are, how emotions bubble to the top and how it then shifts our behavior or our response is something that then will have to be addressed. Yeah. Yeah.

**11:56**

I feel like what, so what do you think are some strategies I, I could keep thinking of other examples of different ways emotions get in the way. What are some strategies people can use if, let's use that, maybe use that as an example. Like someone's maybe feeling frustrated and so maybe they're raising their voice and there's emotions in that way coming to the surface.

**12:14**

What are some strategies that are effective in those situations, do you think? Dr. Yeah, absolutely. So I, before I tell you what I think are effective strategies, I wanna share like three ways in which the issues come up. And I, I mentioned this in a, in a LinkedIn post today. So the first is that you are being emotionally invested in the data and then someone,

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and then you're sharing the data, but then the data is questioned, right? So if you're the tech person or you're the, the, the statistician and you've invested time and energy into collecting and analyzing the data and now you're sharing it, but the recipient is questioning it, that's an opportunity for emotions to rear their head. A second one is when you're sharing data with someone who is already emotionally attached to the project,

**13:16**

and when you share the data, it may can contradict what they believe, what they've done. It may question the validity of their work, right? Like two totally different things. And then the last one that I had down was what happens when someone with expertise and data analysis shares all the data at one time and all the findings at one time with someone who does not have the same background.

**13:46**

So those were just three examples that I can think of. Now from an adult learning perspective, I would say first and foremost, it is so important that we all acknowledge before the conversation gets started, let's first acknowledge that emotions may become a factor in this conversation, right? Like, that's the very first thing that I would, I, I would suggest.

**14:20**

I think it's, it sets the stage, right? It, it gives everyone sort of like lower our defenses to say this might come up, so let's just get ahead of it. It's a proactive approach. And then the second part, or the the second thing from an adult learning perspective is to ask the questions, right? So instead of being hyper focused on sharing the data,

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ask the individual or whoever it is that you're communicating with, what is your understanding of the data? So let's, let's not get bogged down into the, the details and the numbers just yet, but rather let's look at it from a bird's eye view. What does it mean to you? What does, you know, and, and different perspectives. So those are just two to get started.

**15:15**

Ginger, I'm curious, what other, like, what ideas do you have or thoughts do you have about that? Well, I'm literally taking notes Dr. Graham, cuz I think these are wonderful. You know, I, I love the idea of acknowledging emotions. I, I was thinking about that cuz I wonder if sometimes like, yeah, so say you're like the person presenting the data and you like a way to acknowledge you,

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you're kind of needing to acknowledge that you might have feelings about, like, I worked on this a lot and like, I wonder if there's a way that a person could communicate that, but not also like, make people feel afraid to ask questions or make people, you know, like if I'm, if I share that I'm a little invested in this thing I've worked on,

**16:00**

but you wanna also leave the floor open so that people will give you feedback about it. It seems like that's a little bit of a tricky thing to navigate. What do you think about that? So Ginger, I'm so happy that we have an opportunity today to review the data and before we get started, I just want you to know that it was quite a task,

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collecting the data, analyzing the data, and then interpreting and writing it up for you. It was quite a lot of time, but I have to say, it really got me excited about the opportunities. And so I don't wanna overwhelm you. So if at any point I start getting ahead of myself or I'm moving too fast, please stop me and ask questions.

**16:47**

I love that. Another thing that might be fun to say would be like, I'm so excited for you to see this data so you can tell me what I didn't think of or what I'm missing or you know, like what else I, what else we could do now that we see this or something like that too. Absolutely. And so what we both did was I presented it from the position of my feelings and emotions.

**17:11**

And then the way that you presented it is to focus on, I'm excited for you. Right? Like, I think you are, you know, partly acknowledging their emotions as well. So yeah. Aw. It's like we planned that Dr. Grant I know Didn't, but that was fun. Aw, Absolutely. No, I love that. And I think,

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you know, it's so easy, I mean, I think it's especially tricky with these data talk conversations because it feels like we're just talking about numbers, don't everybody get all emotional about it. But you brought up such good points about the different ways that emotions are tied in with that. So there's the concept of like, someone's worked hard on this report and,

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and maybe I wonder if sometimes it's that we forget because there's a little bit of a stereotype about technical people and that they're like a little bit less emotional, maybe might be some gender biases in there and other things, but yeah, like I love that we're talking about that. And then I think there's that other situation where maybe the data's gonna show something to someone that makes them feel like the project they're really invested in isn't showing the validity they want.

**18:19**

What do you, how, how would you approach that, do you think? Yeah, so I, I wanna address your first comment about the, the differences, the perceived difference in personalities and characteristics of people in different disciplines, right? It's valid, we all know what those generalizations and stereotypes are, however, that's our perception of them. They also have a perception of us as well.

**18:51**

So it goes both ways. It, it simply goes both ways. And, and we have to, you know, I'm a proponent of being honest and candid, so let's acknowledge it, right? Let's acknowledge that I am exhausted from the face to face contacts c yeah. Contacts with my client base on my case cases, they can, you know,

**19:16**

I'm not a tech person. So you know, if I was, they would, I would say, well, I'm exhausted from looking at the numbers, I'm exhausted from running the analysis. The thing that we share is we're both exhausted from doing the work, how it looks, you know, is the thing that's different. And so I think that's an area where we really have to be,

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or we should be very careful of perceptions that we have of the other person going into these conversations. And I worked with a client who is the statistician, but she was placed, she worked for a, a social services organization, I'll just say. And she, we met and she was saying, Carrie, I was so excited to deliver the data and there were some things that we really need to work on,

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but we're also doing great things. And she said when she got into the meeting, it was just pile all the dirt on her and my heart went out to her. But I could see both sides. And so there, the investment for both people is there, but we, we really need to acknowledge that both people are, are committed to something.

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It's, the thing is just different. It it's just different. Yeah. That makes me think about the other thing people have in common from different disciplines is like this kind of idea of complexity, right? Yeah. Like for people who do more like direct work, they're, they're thinking about like the story is more nuanced than maybe they're picturing the data could show,

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but the person doing the data probably kind of realizes that too. Like, I'm showing you this data, but it, I had to make these assumptions and I had to build this in. And so here's all the like, kind of pieces around that data for you to keep in mind. And that's why maybe being really open to hearing information is so important in those mi minutes because otherwise both sides jump to conclusions about the information.

**21:15**

Absolutely. Absolutely. And I, you know, the, I do this often what I'm about to share with you all, and I would encourage everyone to do this. So this morning I looked up the definition of data, I looked up the def like Miriam Webster, right? The definition of, I forget something else. And what I realized is the data,

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it's a fact that reflect, it's the factual information of something that's all data is is it truly is a fact how it was analyzed, you know, like, but it's a fact now when we look at truth telling, right? Like there's an what is your truth compared to my truth, right? It's not to say that one of us is correct and the other is incorrect,

**22:15**

but your truth comes from the lens in which you're looking at something, right? So like, I, I hope you all can see this, like to me this is a $500 thermos. Someone else would see it as a dime a dozen, right? Like I only got ice water in it. So it's, it's what is the value? What is the perception of the information that you're about to tell?

**22:44**

And can you tell it from a factual perspective, you know, and not, oh my goodness, this is just my favorite color and it's my favorite cuz it reminds me of a time when, right? Like that's all emotion driven. But to say I love this thermos because the fact is I have small hands and it fits in my hand. The other fact is it keeps my ice frozen.

**23:15**

Like those are just facts, right? So it's, it's a different, excuse me, we have to consider the perception of the thing, the storytelling as well. Yeah, that's a really good point. And I wonder if one thing that people could think about as they're presenting data is to try to kind of picture the different lenses that might be viewing that data.

**23:37**

And maybe, and that's, that's why I loved when you suggested asking people their understanding of the data because that gives you an like an a view into what their perception might be of what they're looking at. You know, like I showed someone a chart today and like their, their number of services they provided with like boo boo, boo boo boo boo.

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And I was like, wow, what does this mean to you guys? Did, does this expected for you? And I was like, did you open a new program? What's going on? And they're like, oh yeah, like, and I thought in my head I was like, I would interpret this is like amazing. Like you guys are serving more folks and in their mind it was almost more like from their perspective it was like a project they'd been working on for a long time and they were finally seeing some movement on it.

**24:18**

And I got the feeling that it wasn't as exciting to them because they were just like, yeah, finally we're get seeing that number go up. And I was like, oh, okay, well but it's that emotion behind it a little bit, right? Absolutely. Absolutely. And that's why I say ask the why, you know, or, or what people's thoughts are about it.

**24:37**

Because from an adult learning, from a theoretical perspective, adults bring 26, anyone who's 26 years and older, they bring their life experiences to the table, like to the learning table. And when you're receiving information about data, you're learning something, right? So that is a learning experience. But when you ask the question, what are your thoughts about it?

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Like what are your thoughts about what we're going to review in the data and what we have reviewed in the data, the person is able to go back in their mind and say, well in the past I've had these experiences and if you understand what their prior experiences were, you can address it, right? So if I say, ginger, tell me what has been your experience in the past when people have shared complex data,

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you may say it's overwhelming, I never understand it, I just want them to tell me what to do. Oh, okay. Then my response would then be, okay, well I'm gonna try to make it fun or at least painless and you know, and then we're gonna try to figure out the, the first next steps for you to take, right?

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So it's, it really is looking at it from a learning perspective. And that's one of the best things that you can do is rely on the receiver's experience. But you can, I mean you can you to be effective at communicating the data you wanna ask them, don't make the assumption that, oh well these are a bunch of, I don't know,

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social, you know, since you're in that space, social workers, social service workforce. Like, don't make the assumption, just ask. I love that. You know, it's funny because a lot of folks come from like a clinical background where asking questions and, and setting the stage and doing, doing some of these things is very common, but we sometimes forget to apply those principles to this other kind of part of our work.

**26:50**

You know, where Oh yeah. People are also people in our meetings and people are also people who have experiences that affect that. Yeah. What I kind of do you have more, I don't wanna, do you have more to say about that Dr. Graham? Cuz I was also gonna ask you about this thing where we overwhelm people. I think that's a great No,

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we ask me and then I'll give a tip toward of as we move along with that one because that's a good one. That's a good one. What Do you want? Yeah, so, so this thing where like sometimes, and I, I do this sometimes cuz we, one of the things we do at our company now is agencies that are thinking about getting their data,

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we can do this data snapshot where we give them like, I don't know, like 12 reports for free. We just get all their data in all these reports and then I sit down with them and go through it all. And it's, it's a lot, it's a lot of information. I mean, I'm, and I'm always very emotionally excited about it because I get so excited about the data.

**27:43**

But what are some ideas you would have for like, how to help make that be like a less overwhelming experience for people or how to help help in that situation? What do you think? I would say, you know, right off the top, I would say before you start presenting the information to them, ask them what is it that they are hoping to learn from the time They're so good.

**28:11**

Continue, continue. And the reason thank you for that, the reason I say ask them for what they're like expecting to get out of it is because then you know which direction to go and the rest is extra, right? So if they say, I want to know the statistics around how much water and how long this keeps things cold because I'm gonna sell it at a marathon,

**28:42**

right? Then that's what you focus on. You don't focus on the fact that, well you've spent X amount on materials to create the item. Like it doesn't, you know, it, that is overwhelming because it's, at the moment, it's not a priority for the individual. So I would say definitely at the very onset, ask them what are you hoping to get from this?

**29:11**

And then another thing that you can do, so that's in the conversation, but as you're creating the reports or creating whatever the, the data is, is give, give them an executive summary, like just two or three sentences at most of what, like your interpretation of it. Even if I think even if it's bullets bulleted information because it's, it's small bites,

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it's consumable. So if someone's seeking out the services and the support of a statistician or someone who collects and analyzes data, they're doing it because that's not in their wheelhouse, right? So that's the first thing they need you to help make it make sense for them. So if that's the case, why would you already give someone who's confused a ton of information,

**30:11**

right? So I love the idea that you give these, you provide these complimentary reports, but asking them on the onset, what, what are you hoping to get out of this? Here's a, a nice summary to detail it. And then in your time, answer the question of what it is that they wanna get out of it. And, and then you can say,

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Hey, here's all of it and if you have questions in the future, you know, make, make yourself available to answer the detailed information. But that make that get someone excited, like, I'm excited just thinking about like, oh, okay, well if I, if she asked me and then she gave me a quick summary that I could read in the moment,

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I'd wanna know, you know? Yeah, no, sometimes we do a, we do, sometimes I'll kind of do that because I'll ask people ahead of time what they're excited about. But I love doing that in the, in the meeting too. And it makes me think about a lot of our agencies then as they're getting started with some of their data tools,

**31:14**

I think that applies to almost any report, you know, even if you're showing a new data tool to like a group of clinicians who are gonna use it to like, keep track of the paperwork they have that they need to get done, you know, asking people in that group for that input before you start presenting it to them. Also, I think the other thing that,

**31:31**

and I'm, I'm sure this is why it works, but it makes sense to me too because it like reminds the people why they want to stay engaged in that information, right? Like it's like a, it like kind of puts, helps them feel more like it's for them, you know, like, yeah, that's like, what are you hoping to see in this re from this report?

**31:49**

Well I wanna know what I have that I need to get done this week. And, you know, like, Yeah, yeah, that, you know, that's such a good point Ginger. And it reminds me of my previous, like my first years out of grad school I worked at in healthcare. And so I had my own patient caseload and I remember distinctly whenever a vendor would come in and would wanna talk to me about what they offer,

**32:19**

my immediate thought was always like, I really don't have time for this. Like, I, I know I need the thing, but I need to attend to my patients. And so once I could like make space to give them my attention, it was like we were talking about earlier, going back to jar, like the use of jargon is not helpful.

**32:44**

Telling me about all the details and all the, you know, shiny parts that it, it just couldn't hold my attention. But what would hold my attention is, I remember one person in particular said, you know, with this system you won't have to do paperwork at night. Like you wouldn't have to do your soap notes at night. You literally can just dictate them while you are meeting with the patient.

**33:13**

And that's it. Like, and then it gets stored in a file. And so like, now you have my attention, right? Like, that's the thing I'm struggling with. It may not have been the, the thing that I was struggling with at that moment, but it is something as a, as a clinician that, you know, it,

**33:34**

it's on our list of things to do. And so, you know, keeping information in bite size, just keep it small, keep it small, keep it small. No matter how emotionally excited we are about it, we have to acknowledge that they may not be excited equally. And so if we keep it small, it's palatable Like that. Yeah.

**34:02**

That makes me think about this other challenge that I think a lot of folks are running into, which is there are so many things vying for people's attention that the world is just so full of, I mean there's some data lately about that. Like, most people have a distraction every like seven seconds or some horrible thing. Yeah. And so like I think that,

**34:19**

I wonder if that also affects how we communicate and also just our emotional sort of activation, like how, how just kind of on edge people can sometimes feel when they're just constantly, there's a barrage of stuff happening. Yeah. Yeah. So one of the things that, earlier I mentioned when we were talking about adults, it's ages 26 and older. And I say that because from a physiological and a psychological perspective,

**34:48**

the executive system of the brain dev is fully developed in the late twenties, right? So that's why, no offense why young people make not good decisions, right? College students in particular, but, so it's the executive part of our brain, the executive system of our brain, which is responsible for high level thinking, critical decision making and such. Now I to your point about how distracted we are in society,

**35:18**

if we take a moment, I wanna invite everyone to just take a moment and think about all the things in the last 36 minutes that have come across that you've had to give thought to. So you and I, right, ginger, I'm sure some things are happening over at your place, right? I, I have school children driving pa walking past the front of my house and I'm not sure what they're doing,

**35:48**

but they're walking past and you know, if you're on your computer, you're probably getting notifications of email. And so now you're deciding should I or shouldn't I, you know, take a peek. Nevertheless, that high level decision making is exhausting. It is exhausting. So it's challenging to take on yet another piece of information it and then make good effective decisions based on data.

**36:23**

Yeah. And so that's the other reason why I say provide people with the small chunks. Yes. Melody, keep it in the small chunks. So sh what is her question? How do you balance the keep Small? I thought it was funny cuz we gotta, we got a, we you were talking about how we're all trying to balance all the things we see and then there was a comment and I Yeah,

**36:45**

yeah. Melody had just had a question about like balancing out, keeping it small with making sure people understand the data and how it fits and how it can be used, what it tells them, what it doesn't. So like trying to kind of, what I'm guessing Melody's kind of describing is like sometimes you're wanting people to have the full picture of the information and so I Yeah,

**37:03**

that's a, that's a good question. Yeah. I would say get an e extreme bird's eye view, right? So your hand, you're getting ready to go over a report. This report is to make sure we are in compliance with the federal government funding. That's What you mean by a bird's eye view. So like, if you don't feel like a report about demographics,

**37:27**

like this report shows all the clients who have received services across time at our agency broken down in different ways, Period. Right? Like let's, if you, you know, and then you go to the next level of the bird's eye view, right? So you offer them another small component. So the federal government offered, I mean the federal government has put out a funding opportunity,

**37:53**

but we have to meet these guidelines. This is the data that I'm gonna go over to make sure that we can meet, you know, the guidelines and possibly get the funding. And for you it would, it would be really similar. We are gonna look at the demographic information by community, right? So it's just go layer by layer by layer.

**38:20**

Small bits. Don't just, I would say try not to jump into the numbers. Well, we're only a, we're only, you know, getting 20% of well what is our mark? Let's talk about where we should be and say we're, we're not meeting it, we're not far off, but we're not meeting it or we're not meeting it and we're not even pointed in the right direction sort of thing.

**38:48**

So melody, I hope that helps. Yeah, and I think one of the things, and I don't know what you would think about this Dr. Graham, but sometimes what I think about too is like, some people want more detail. Like some people wanna get into the nitty gritty. And so sometimes having that be like a thing people can opt into somehow,

**39:08**

like, like whether it's a handout where they can see more detail or maybe like in our case, like we're doing like technical things. So maybe it's like a thing they can click on to see more information or something where it allows some of the people to ignore it and some of the people to see it. I don't know. What do you think about that?

**39:24**

I agree. I agree. So that's why I say an executive summary. Let's just say that you have like 50 charts that you wanna share, right? If you do a table of contents, let me tell you, it goes a long way for a group of clinicians and really anyone just a table of contents, because then people get to pick and choose,

**39:46**

right? They get to pick and choose where they wanna focus. And then another page could be like the executive summary of that section, right? Like I just, you know, you have people who say, I just need the, the key points. Okay, well there you go. You've got others. I wanna see the data, right? Like,

**40:05**

let me see the numbers. Okay, well there go to the appendix and there are all the charts and you can look at it. Then there are others who say, I want, I'm curious about the analysis that you ran. I'm curious about the, the re the research method that you use to analyze the data. Like I'm, in my opinion,

**40:30**

those are serious individuals right there, right? But like if you, you're giving everyone the same body of information, but it's broken up into different elements that meets the individual need. Yeah, that's a great point. I mean, sometimes we talk about data being presented in like layers, you know, like some people only need to see kind of what you're describing,

**40:56**

like kind of a bird's eye layer, but then they have the option to go see the medium layer and then the people who really need to wanna go see the really full layer. There's also some things we have that we sometimes like tools in our tool belt that I don't always remember to use because I, and it's because of my own personal preferences, right?

**41:13**

Like I tend to like to see more detail, but there are ways to like create like more of a summary of that and and deliver that to the folks who would find that most helpful. So I think those are really, that's a really good point. Yeah. I wanna, you know, I wanna make this point ginger. When you over, from a learning perspective,

**41:31**

when you overwhelm people with information at the onset, one, they'll struggle to comprehend the information. If they're struggling to comprehend it, they're not gonna remember it. And if they can't remember it, they are not going to apply it. So it starts at the very beginning and whenever I work with clients, my focus is always on engagement first. So not entertaining people,

**41:59**

but how are, how am I gonna engage them in this conversation or their learning experience? And then if I've got them engaged, then I, I can, I'm better positioned to support their understanding and their comprehension. If I can support them in their understanding and learning, they're gonna remember it. And if they remember it, they're more likely to use it,

**42:25**

right? And so, so that's, that's the approach that I take with my clients and I am such a huge proponent of, but when we're at that engagement piece, that's really what you and I are talking about. We're really talking about how can we present and receive data and, and not have the emotions of what the implications of that data get in the way of us continuing on the conversation.

**42:58**

So it gets applied. And that's the key. That is really the key part. If you can truly engage, get them engaged in the data or if you can be engaged in the data, it, it's, it's, it is key. It really is key. Well, I'm so glad to be having this conversation, Dr. Graham, because I think it's one of those things where it's easy to overlook this part of the process because,

**43:26**

you know, getting data out of systems is so hard and so complicated and getting the right data and getting it organized in the right way and having it be like kind of perfect is, you know, things people we aim for, but then we forget that like, just cuz we've gotten that, it's really not, it's not taking it all the way to the finish line unless someone's actually gonna use the data to do something.

**43:48**

So I love that point you're making about, like, people need to under, people need to be engaged, then they need to understand it so they can remember so they can use it and yeah, I just really love that. So yeah, and I know, gosh, so I wanna make sure we have time if you were there other points we haven't talked about yet,

**44:04**

Dr. Graham, and then I'll go look at the questions in the chat so that, Yeah, I I would say my last point was really a, a good summary, right? So when we engage with people, that's part of the asking why, that's part of the acknowledging upfront, hey, we might have some emotions might pop up around this.

**44:27**

That's all part of the engagement piece. And then when we talked about the executive summary, the table of contents giving small snippets that's around comprehension and retention, right? So if it's small and bite size, they'll remember it, they will remember it. Now we haven't had a conversation about application, but making yourself available for, well how can we make appropriate decisions around the data?

**44:56**

You know, like that's an, that's another element in this instance. Yeah. Well, and I love your point. I mean, I would, when you said summary, I was also thinking about like, maybe that's also one of the keys here is like ra wrapping up the conversation in a way that also addresses emotions that have maybe come up, you know,

**45:14**

and sort of like making sure everyone knows what the plan is to go forward or what, what the opportunities are for more information and stuff like that. I don't know, what do you think? I, I would agree with you and I would say to that Ginger, one of the best ways to do that when you're sharing data with individuals who this is not their expertise,

**45:35**

is to take a moment, whew, that was a lot. How's everyone feeling? What do you think? Right? Do you need to let it sit? Like acknowledge the fact that data can be overwhelming. Like I'll just tell a secret about myself whenever I see a lot of numbers. It could be in any, like, it just doesn't matter whenever there's just a lot of numbers on the page,

**46:05**

my anxiety immediately goes up, right? It doesn't have to be bad numbers. It could be a bunch of street addresses and phone numbers. Like my anxiety still goes up and so like acknowledge that, just simply acknowledge it and say, where is everyone in all of this? What, you know, what didn't make sense or whatever. And then provide the next step from an ane from an analytical perspective,

**46:36**

I believe that your first step should be X, Y, and Z. Right? And at least that helps give people direction and they're not just sitting with, well, what am I supposed to do with all this information now that I really don't quite understand? I really like that. Yeah. One thing I picked up from our last time we talked with you Dr.

**47:01**

Graham, was also this idea of like kind of asking people to reflect back on what they did learn from a conversation too. You know, like, you know, like what, what stuck? Like, and I was thinking about that with like, some of these reports. Like what's, what stuck out to you about the things that we talked about so far today?

**47:17**

Or like what surprised you or what kind of confirmed something you already thought or, you know, maybe having a few of those kind of questions in our back pocket when people have the sort of like stunned silence look when they see the data. Yeah, yeah, yeah, yeah. And to that point, I, I just wanna say this, I feel like we've been talking about the data from a happy perspective,

**47:38**

right? Back to the emotions, but then there is the presentation of data that just, it, it doesn't say good things, right? Like, so first and foremost, don't not tell it right? Tell it, just put it out there, but also do so in a way that honors the work of the people who are using the data, right?

**48:01**

Like, man, I, I appreciate the work that you all do in our local community and, and I know that you are touching lives. The data would suggest that you are only touching 2% of the population, you know, like present that don't ignore the limitations, but present that information in a, in, in a way that acknowledges the work.

**48:34**

And even from decision makers who have received the data and now they're just, you know, sharing it also with their team or what have you. I've seen where people will come into those meetings and they'll say, well, we're not meeting, you know, our, our, our indicators our we're not meeting our metrics. Well that's, that's not a very supportive approach to take with your team,

**49:02**

but rather I acknowledge that you all are halfway burned out and that you've been working really hard. This is what the data says, let's talk about that. Not from a perspective of blame, but let's talk about it from the perspective of what can we do to fix it, right? So if, you know, if we're not meeting our performance indicators,

**49:28**

that's an opportunity for the team to say we need a better tracking system or we need to make more hires, right? Like, we can't do this or our community, there are things changing in our community that we're not equipped to deal with or to manage, and so we need support. But when you simply say we're not meeting the mark, like,

**49:53**

it, it just is not a helpful, it's not a helpful indication of what the data says. And to bring it all the way back to the beginning of our conversation, ginger, it puts people on that emotion and feeling wheel where they're not gonna be empowered to do the work and empowered to make good decisions. Yeah. And I think sometimes people have had,

**50:21**

like going back to your other thing you said at the beginning, which is asking people what their experience has been when they look at data. I think a lot of people, particularly in the industry we are in, they've had an experience of data where the data, like they were having a good day until someone had a meeting with them about the data and then their day wasn't as good anymore.

**50:41**

You know? Yeah. Like they were feeling pretty good about their job or they were feeling pretty good about how things were going. And then there was this meeting and we had to go look at data and the data said something we didn't like, and now we now we're not having a good day anymore. Right. And I think, yeah, and I think it is a little bit of a tendency,

**50:58**

and I will own this as having been someone who worked in, in the field too, that like sometimes then our instinct is to avoid those truths. Yes. And sometimes that is to the detriment of the people we serve and really to honor the work that we're doing. And so figuring out how to have a, what I consider like, like a mindful,

**51:18**

thoughtful, caring conversation that is still grounded with some facts about what's going on. I think if we can get, if we can not run away from that, it helps everybody, you know, like Yeah, I think, yeah. I don't know. What do you think about that, Dr You know, I wanna say thank you so much for sharing that.

**51:38**

And I, so in my second career as a university professor, the data was, you know, those course evaluations are incredibly emotion, like it just stirs up emotions. I venture to meet one faculty member who says, no, it doesn't stimulate any emotion. That in itself is an emotion. So, but for the, I wanna offer some support for people who have to receive the,

**52:08**

the data, right? Because we've been talking about communicating the data, but for those individuals who have received the data, two things, one piece of advice that I learned as a doctoral student is sometimes you have to be emotionally ready to look at the critical data. And what I mean by that is if you know it's coming emotionally, get ready, right?

**52:41**

Remind yourself this is not a criticism of my character, this is solely a representation of my work, not all of my work, but simply what is being assessed, evaluated, whatever the data comes from. So that's, you know, it, it's, it's a practice, like you were saying, being mindful it takes a lot of time to get to that,

**53:07**

but that has been one of the most empowering things I've ever learned as it relates to receiving data facts that may be hard to hear. And then the other thing is that, or part part of that is if you are not ready, let's just say without running away from the data, identify an opportunity for you to put some space between you and that and the data,

**53:39**

right? So if it's with a supervisor, can we split this meeting up into two parts in the first meeting? Can we do a bird's eye view? Can we speak about it in generalities? You know, show me what it is that you know we need to work on. And then in the second meeting, because then you've, you're able to,

**54:04**

to sit with it. And then in the second meeting are, can we then dig deeper and, and look at it from a critical perspective, not from an emotional perspective, but truly from a critical perspective of what specifically is the thing that needs to change and how, right. So then it's a how I like that too because as we're learning, I mean,

**54:33**

I think one of the things I've come to learn as I've been in the workforce for years is that some people also find it really anxiety provoking if they're given information and are expected to like respond to that information in the same moment. Like they really need a minute to like stop and like think about it and then reflect back on it. Whether that's because they're feeling like emotionally flooded or it might just be that that's how they process information And it becomes an ex part of the executive system,

**55:01**

right? Because like you said, if you're required to make a decision about it, even if it's in the, like, respond even in the moment, well it's how do I respond? Who all's present when I respond? What are the implications of how I respond? So it's, it's high level processing that is having an emotional driver attached to it.

**55:24**

That's, excuse me, that's a hard ask, that's a hard ask to ask and then to have an expectation that the needle will get moved. It's one thing to a like say, do this and then comment and then be done with it. But to ask, expect a response and then they're supposed to do something with it. No, no, I love that.

**55:51**

Okay. I, I know that we are getting close to the top of the art. I'm just gonna look at the chat really quick. Melody just commented that sometimes it's a struggle when the people who are asking for the data. Yeah. Just, just some more questions around like asking for the data and you know, we talked a little bit about this,

**56:09**

but definitely it is tricky. I think, you know, you know how yeah, how to navigate like what people, there's also like what people say or think they want and what might actually be what they need or want. Not that, not that this isn't specifically what was in the chat, but it just made me think about that, that like,

**56:28**

that's also tricky and sometimes emotional cuz sometimes I've definitely worked with manager level people who would say they really like data and then hate every piece of data you bring to them, Right? So they, it's like an identity, like as an i i they have an identity of someone who likes data, but they do not actually like data. Right? Right,

**56:52**

right. And I, I will say that data, so one of the things that I learned I years ago is that data can be tricky. It can tell you whatever you want it to tell, whatever you want it to tell you. The key is, and this is from an analysis perspective, is that people are using good best practices in their analysis,

**57:16**

right? Like, you don't ever wanna change the numbers or run an analysis that makes you look good, right? When the reality is you've got a lot of work, you know, to, to take on. So like that's something that I think is worth considering as well, to your point, when you are asking for data, ask for like what,

**57:40**

what is the objective you are trying to fulfill and leave the rest of it to the person who's doing the, the data collection and analysis to get you the thing objectively. Yeah, that's a really good point. Yeah. Yeah. I think there's definitely a tendency as more and more agencies are trying to meet, like in, in our field it's called value-based payment,

**58:03**

where you like are getting paid based on certain metrics. And it's tricky because it's a new way of thinking about things. It's a new standard to be thinking about. We often don't have a lot of say in what we're being measured on. And so I think that brings a whole nother layer of emotions. So anyway, Dr. Graham, we are out of time,

**58:23**

but I as usual could spend another hour talking about all of these things. Thank you so much. Oh, we were going to put a link in the chat of how people could sign up for your newsletter. So I think Colin's gonna do that. He's got that ready. And then let me just share my screen again and I will flip to a slide with our,

**58:43**

okay. All right. I've got too many windows open. Here I go. I'm just gonna, I wanted to quickly remind people about our next event that's coming up. You can sign up for these in the mission driven data community. We have a guest speaker coming next month who's gonna talk about creating a system of care that actually cares, which is a really exciting topic.

**59:05**

We also will have a roundup from our spring conferences that we're attending happening in May. Our team is going to a national conference in LA and then also a conference in Virginia. And yeah, we also have coworking this week on Thursday at 11 Pacific. And yeah, please join our community if you're not already there. We would love to see you. Just a reminder,

**59:29**

we can help you get your data out of the credible e h r. We can also help you with consulting. We, our mission is to do this, get more data in the hands of more people, get it used, get it, make it meaningful for folks. And if anyone has any questions, you're very welcome to reach out. Dr.

**59:45**

Graham's link is in the chat. I hope you'll all subscribe to her newsletter. It's very fun. And yeah, thank you so much for being here, Dr. Graham, this was lovely. It was, it was. I wanna thank your audience for putting comments and questions in the chat. It really is meaningful. And Ginger, as always, I am so honored to be spending time with you in your,

**01:00:07**

in your community, the mission-driven data. And anytime you wanna continue the conversation, right, like we can do a part too, or any other topic, it's, you always get me thinking and, and the work that you all do is so incredibly important. So thank you. Thank you Dr. Graham. We will have you back soon. So,

**01:00:26**

all right, thanks everybody. Thank you Dr. Graham. We'll see you all soon. Take good care.

End of results.