



# AMTC

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*News*

## Courageous Communication

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When we understand each other better, empathy and trust grow deeper.

— ANGELA TURNER

### AMTC News

Joshua Becker, Writer & Editor

4465 N. Oakland Avenue  
Suite 200

Milwaukee, WI 53211  
Phone: (414) 316-4530  
Fax: (414) 316-4545

AMTCASSOCIATES.COM

Many on our team at AMTC & Associates have worked together for over a decade. Much like a family, we have bonded and become accustomed to each other's styles of communication. Being close-knit, just like being with family, at times we forget to check in with each other. Our number one priority has always been to put our clients first. It was time for me to invest even more in our internal staff and contracted associates. After all, upping our game will serve our clients better.

With COVID-19 showing us the importance of self-care and effective communication, the timing was right. Thanks to Ann Manning, an executive coach and organizational development consultant, our staff explored effective communication strategies. One topic was courageous conversations. Although I have known many of my team members for years, I learned new insights as to why some communicate in certain ways. When we understand each other better, empathy and trust grow deeper.

There is a logistical side to communication, too, particularly

now with so many online meetings. Rose Meagher is a talent manager consultant who works with AMTC to ensure that we keep up to speed on all the features of Zoom and Microsoft Teams. Rose always works to "up our game," to hone in on exuding utmost professionalism, to leave no room for error. Since we collaborate with organizations nationwide, we already had a working knowledge of connecting through technology. Nonetheless, new applications require us to evolve.

We will assuredly continue this work. We are investing in ourselves and each other so we serve our clients better. That's what this is all about. We want to be our best so we can be our best for our clients.

Wishing you good health,

*Angela M. Turner*

Angela Turner  
Principal





# SHARPENING COMMUNICATION

AMTC & Associates makes a point of deeply connecting with their clients; the same is true amongst AMTC staff who take opportunities to grow together, much like a family. Most have been together for more than a decade, so there is already a firm foundation of strong communication. “We take our relationships and communication seriously,” noted Angela Turner, AMTC Principal, “and it was time to sharpen our communication skills to affirm our commitment to each other.”

Enter Ann Manning, an executive coach and organizational development consultant, who led team development “bootcamps,” interactive, multi-layered sessions to refine skills for how AMTC associates communicate with each other. She began by laying a foundation of “psychological safety,” a mindset of being vulnerable, asking peers for help and admitting mistakes.

## Virtual Challenges

“When Angela [Turner] first contacted me,” said Manning, “given all the challenges of the pandemic and virtual environment... she wanted to invest in and develop their ability to communicate, adapting for different styles, understanding everyone’s needs and collaborating effectively.” Right away, Manning’s impression of the team was that of highly cooperative

and effective communicators; nonetheless, as Turner noted, there is always room for growth.

“When working on team communications, we consider how they express themselves based on their different personality styles, particularly on how they focus and respond to conflict,” noted Manning. It is about having courageous conversations, meaning the ability to listen to understand, be empathetic, give and receive feedback. By doing so, staff were able to validate and understand each other better: “Oh, that’s why they do that,” “That’s how I can help them.”

## A Springboard for Understanding

To ascertain the level and effectiveness of communication amongst staff, Manning conducted a needs assessment and administered the Meyers Briggs Type Indicator and StrengthsFinder assessments. Insights from the assessments helped the team understand what motivates people to work at AMTC, as well as further areas of growth with an eye toward more communication opportunities. The information gave the team a springboard for understanding each other better.

Manning will return to help the team at AMTC establish communication norms so the concepts discussed during bootcamp will be sustained long-term. She will

## VIRTUAL MEETINGS

# Best Practices for HOSTING

Here are just a few tips, selected from a more inclusive list.

### PLAN THE MEETING

- **Pick the right platform**—know how to use it (expertly) and practice, practice, practice beforehand.
- **Plan a 20/80 Agenda**, which is 20% less time than normal, 80% active participation.
- **Send out any pertinent information prior to the meeting**—the agenda, and documents for review.

### START THE MEETING

- **Start strong**—ask everyone to use the chat box and say hello. Gets people focused and comfortable.
- **Record the session**, have someone take notes for a quick follow-up. **Critical!**
- **Be patient**, allow grace for any miscommunication and glitches.

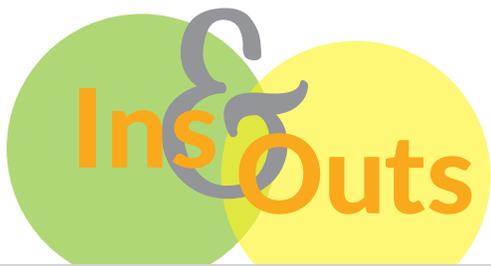
### LEAD THE MEETING

- **Engage the audience with a “multitask,”** such as brainstorm on a whiteboard or online flipcharts.
- **Summarize with clarity** and commitment.
- **Follow-up with an email**, include notes, commitments and deadlines.

*Courtesy of Rose Meagher*

also lead further activities to help staff support each other as they explore further avenues of communication.

Being aware of how oneself and others communicate helps one adapt to become a better listener, to build empathy, to build trust—ultimately resulting in greater productivity and effectiveness.



## of Presenting Online

Now there are three of us in the conversation, you, me—and the computer. When COVID hit, many were thrust into different ways of operating, and within a short amount of time people had to get up to speed. “How do you know all of a sudden that you’re going to use technology that you’ve never used before?” asked Rose Meagher, a talent management and organizational development professional. She recently led trainings with AMTC staff.

“It’s like a three-way conversation. It’s you, the participants, and the computer, and you have to embrace it all.”



Even for those who already had a working knowledge of Zoom and Microsoft Teams, both of which AMTC utilizes, Meagher taught how to maximize these platforms. It starts with the right equipment, which must be in perfect working order. The presenter’s appearance should also be tip-top. The webcam, lighting, headset—every aspect—should present an image of utmost professionalism.

“Be aware of how they [staff] come across on screen and adjust their workspace, without having to spend thousands of dollars in a studio,” noted Meagher.

The next step is adjusting materials to meet the needs of an audience in a virtual world. “Somehow, the virtual world magically sucks up time... because you’re going to lose 20 percent of the time. People come late, constantly saying ‘you’re on mute,’ there’s technical issues; it’s a different dynamic, so we talked about those things.”

Meagher also talked about strategies to engage the audience, particularly when there is a large number of participants. She also shared her “tips and tricks” for best practices when online (see her tips at right and on page 2).

AMTC staff members practiced these strategies amongst themselves so they could implement their new skills right away. “It’s like a three-way conversation,” said Meagher, “it’s you, the participants, and the computer, and you have to embrace it all.”

## VIRTUAL MEETINGS

### Best Practices for PARTICIPATING

Here are just a few tips, selected from a more inclusive list.

#### PREPARE FOR THE MEETING

- **Review in advance** any materials sent to you—be as prepared as possible.
- **Turn on the camera** and be camera-ready, look your best, be professional.
- **Check and test:** audio, video, lighting and background view are ready. Invest in conferencing tools: headset and webcam.

#### PARTICIPATE IN THE MEETING

- **Do not work on other projects**, stay focused on the meeting.
- **Close other browsers** and windows on your computer to eliminate distractions.
- **Be sure to participate** at least once during the meeting.



#### TIPS FOR ATTENDING

- **Do** dress appropriately.
- **Do** turn on the camera.
- **Do** stay seated and stay present.
- **Don't** make distracting movements.
- **Don't** interrupt other speakers.
- **Don't** eat during a meeting.

*Courtesy of Rose Meagher*

# Meet our *Consultants*

Our diverse team delivers fast, relevant results for our clients. Here are two individuals who contribute to those efforts.



**ANN MANNING**  
AMM CONSULTING, LLC  
PRINCIPAL CONSULTANT

***What is your educational background?***

BS in Business and Psychology from the University of Wisconsin-Madison; Certified coach through the International Coaching Federation and Co-Active Training Institute Coach Training Program with leadership assessment certifications in MBTI, Korn Ferry, Hogan and Prosci

***How many years have you been in this type of work?***

I have been in business and consulting roles for 25 years.

***Briefly summarize your expertise and experiences.***

I serve as a catalyst for developing strong leaders and teams in business and consulting roles—from nonprofits to Fortune 100 companies at organizations like Northwestern Mutual, JP Morgan Chase, SC Johnson and Lee Hecht Harrison. My areas of expertise include team development, executive and career coaching, 360 assessment and feedback, leadership development and HR consulting.

***What do you find meaningful about your work?***

I love helping clients get clear on their values, gifts and talents, explore what's possible, and execute on a plan that will help them shine their true light.

***Moving forward, what do you hope to accomplish?***

My dream is to carve out a small group-coaching niche for people approaching retirement, to help them achieve fulfillment and joy in "what's next." And when I retire, I hope to teach beach yoga!

***Outside of work, what do you enjoy?***

My husband and I love visiting our adult children and playing tennis, hiking and visiting local breweries together. I'm the Board Chair of Family Sharing of Ozaukee County, a food pantry and upscale resale store.



**ROSE MEAGHER**  
MEAGHER CONSULTING LLC  
TALENT MANAGEMENT AND  
ORGANIZATIONAL DEVELOPMENT  
PROFESSIONAL

***What is your educational background?***

Communication Undergraduate Degree, Marquette University; Leadership Studies Masters Degree, Marquette University

***How many years have you been in this type of work?***

I have been in a leadership role to some degree for over 30 years. I have owned my own business for 18 years.

***Briefly summarize your expertise and experiences.***

My area of expertise is in organizational and leadership development. I work with organizations to ensure they have the right people, with the right skills, to meet their organizational vision and goals. I learned leadership firsthand with Chase Bank (formerly Bank One) as a Vice President of Training and Education. Through my own consulting business, I am honored to work with many major organizations in Southeast Wisconsin.

***What do you find meaningful about your work?***

Most meaningful is what many would probably say, seeing others flourish in their role based on my interaction with them. Helping someone attain career goals and success never gets old.

***Moving forward, what do you hope to accomplish?***

I hope to continue motivating and inspiring future leaders because we need them desperately. The number one reason people leave their job is because of poor leadership. We need good leaders. I have plenty of work to do.

***Outside of work, what do you enjoy?***

I spend as much time as I can with my five grandchildren. I love hanging with my husband, hiking, reading, and I can't wait to be with friends and travel again. I picked up a new hobby during COVID: knitting!