00;00;05;04 - 00;00;24;04
Intro/Outro
Career EQ provides students and young professionals advice for launching the early stages of their career. Each guest is hand-selected based on the week's topic. Our host is Jon Quinn, senior lecturer at the Fisher College of Business at the Ohio State University. Let's see what John has in store for us today.

00;00;24;06 - 00;00;52;04
Jon Quinn
As a professor, I get a lot of emails and requests for meetings from students, and quite frankly, I'm petrified, not by the volume or the subject matter, but by the effectiveness and professionalism. Or should I say the lack thereof. Welcome to the first episode in a sort of sub series of Career EQ, where we explore effective professional communications. How we are perceived in the workplace will not only be based on our technical proficiency, but also how we present ourselves.

00;00;52;07 - 00;01;12;29
Jon Quinn
One of the most visible ways is how we present ourselves in our written communications. Today's topics are about utilizing email and Outlook calendar effectively, and how doing so can elevate your career profile. I know what many of you may be thinking right now, ‘email? That's so 2012.’ But the fact of the matter is, email is and will continue to be in the foreseeable future,

00;01;12;29 - 00;01;43;14
Jon Quinn
the primary method of documented communication. When I was selecting my guest for this episode, I started by thinking, what companies do I know of have a culture of disciplined communication. And Procter and Gamble came immediately to mind. If you're not familiar with P&G, they're headquartered a couple of hours south of Ohio State in Cincinnati and is the parent company of some of the world's most well-known household products and brands like Bounty paper towels, Gillette and Venus Shaving Products, Tide and Gain detergents, and dozens of other category leading brands.

00;01;43;16 - 00;01;46;00
Jon Quinn
Let's meet our guest for today.

00;01;46;03 - 00;01;57;09
Lori Kendall
My name is Lori Kendall. I'm a senior lecturer in the management human resources department here at Fisher College of Business, and I'm also the full time MBA academic director.

00;01;57;11 - 00;02;05;18

Matthew Bonner
I'm Matthew Bonner. I'm a senior brand manager at P&G on the Old Spice brand, and I work on new product innovation in our global businesses.

00;02;05;21 - 00;02;17;00
Jon Quinn
So, Lori, I also immediately thought of you when I thought about this topic of this episode. Please share with us why this is a shared passion and dare I say, sort of sore spot with you.

00;02;17;02 - 00;02;45;07
Lori Kendall
Well, I think social media has ruined professional communication, and I'm as guilty as the next person because when I think of how I do a very snappy reply, or a clap back or some type of acknowledgment in social media forums, whether it's Instagram, whether it's Twitter or TikTok or Facebook, that's not how I prefer to communicate in professional business communication.

00;02;45;09 - 00;03;09;05
Lori Kendall
So it's really kind of splitting my brain and saying, okay, in a business context, I need to lead off with the punchline. I need to explain in the first couple of sentences why this message is important. I need to state my facts, my evidence, and I need to close with a call to action. And I sure as heck don't do that on on X.

00;03;09;07 - 00;03;31;02
Jon Quinn
Yeah. Yeah, a very good point. You kind of have to take off that social media jacket when you're getting in there and say like, all right, now I'm in more professional settings. So Matthew, tell us a little bit. We spend so much time in business schools preparing students for formal presentations, but in actuality, that's, I don't know, maybe 15% of your time.

00;03;31;02 - 00;03;41;12
Jon Quinn
At most, you're you to spend a lot more time on email and professional communication than that. So Matthew, tell us a little bit about how much time you spend in email on a day to day basis.

00;03;41;14 - 00;04;00;17
Matthew Bonner
Yeah, so I spend more time email than I thought I would, I think coming up for sure. So I spend a pretty significant amount of time. I think I would estimate probably around like two hours a day. So I usually check it in the beginning, go through my inbox, check it around lunchtime, and then try to check it at the end of the day as well.

00;04;00;19 - 00;04;08;05
Matthew Bonner
But it is definitely the primary mode of communication we use internally at P&G and how we work with all of our external partners as well.

00;04;08;08 - 00;04;25;03
Jon Quinn
So that's that's a really good point. And I was going to bring up a later, but we can talk a little bit about now as like, not treating email like instance instant messaging on many different levels. there was a book that came out and it's actually in our web page notes, a book called send. I read about 15 years ago.

00;04;25;06 - 00;04;46;14
Jon Quinn
and email is not instant messaging. You don't have to reply immediately as somebody. and you probably shouldn't in many situations. And we'll talk a little bit about that later. but you should plan on every couple hours checking back in and spending about 15, 20, maybe 30 minutes at the most checking in. And then ignoring again for a couple hours.

00;04;46;14 - 00;05;15;20
Jon Quinn
Otherwise you're going to kill your productivity. But I want to get back to something Laurie was talking about. about the structure. An email. You know, what's the headline? Get right to the point. What are you talking about? Yeah, because your audience is not isn't wrapped up in the, in the subject that you are right. It's like, I know it's top of mind for you, but you have to keep in mind, whomever you're sending this email to is working on their stuff, that you're getting this emails to one degree or another coming out of the blue.

00;05;15;20 - 00;05;30;21
Jon Quinn
So you have to set the stage properly. What's it about? What are the main points and what's the evidence and what's the call to action? But like how do you stage the topic of your email? How should you, first think about like what is the first thing you should think about when you're getting ready to send an email?

00;05;30;23 - 00;05;33;27
Jon Quinn
Where do you wanna start off in the making? Sure. Sure.

00;05;33;29 - 00;05;58;16
Lori Kendall
So when I give a reply, I first and foremost lead off in my mind about

what's my intent, what am I trying to accomplish with this communication? Am I informing? Am I setting up an argument where I'm going to disagree with somebody on a course of action? Or am I going to try to persuade you to do something that might be new to you?

00;05;58;18 – 00;06;20;01
Lori Kendall
And so I just gotta get clear before I write a single word. What am I trying to accomplish? And if I take a couple of minutes to do that before I start to write, I'm going to be a lot cleaner in my first draft. And by the way, I never send my first draft because my first draft is going to have grammatical issues.

00;06;20;01 – 00;06;45;11
Lori Kendall
My first draft is going to have what I put in. The second paragraph actually belongs in the first paragraph. So getting my thoughts down very quickly, and then going back through it and taking another five minutes to clean it up to make it crisp and clear. That's kind of my goal. And unfortunately, I also get between 375 and 490 emails a day.

00;06;45;14 – 00;06;59;10
Lori Kendall
So I have to be super disciplined about how I respond to each and every email. Otherwise, I'd spend my entire life on email. Yeah. And that's just no bueno. That's no good.

00;06;59;13 – 00;07;09;15
Jon Quinn
Whatsoever. Now, Laurie gets a lot of emails because how many students she has. But even when you're in the business setting, you're going to get 100 emails a day. Oh, yeah. And depending on what level you're at. Right.

00;07;09;18 – 00;07;12;11
Lori Kendall
Yeah. Ask Matthew how many emails he gets. Yeah, I bet he gets more than that.

00;07;12;12 – 00;07;13;11
Jon Quinn
Yeah.

00;07;13;14 – 00;07;24;23
Matthew Bonner
Yeah, there's definitely a time. Yeah. I feel like on the given day, I probably get, like, probably over like 300, 300 or 400 emails. So it's busy.

00;07;24;25 – 00;07;39;23

Jon Quinn
So Matt like talk a little bit about the process you go into say you're authoring not responding, but say you're starting a new conversation, a new topic in an email. What what are some of the first things that you're addressing and thinking about as you structure that email?

00;07;39;25 – 00;08;16;06
Matthew Bonner
Yeah, I usually start in the beginning, like with the subject line, because a lot of times I'll go through and prioritize based on subject lines I get. So I try to make that really clear on like the content and purpose. So whether that be like in the subject being like approval needed or like info only or like help needed, help to kind of prioritize, like what the emails about and like the action I need to take, or I want the recipient to take and then I really try to set up the actual body of the email, usually into like, context and sort of help needed, like header section.

00;08;16;07 – 00;08;41;12
Matthew Bonner
I found that super helpful. And I can tailor that to me to like based on who I'm sending that to. So it could be like context decision needed, my recommendation or is it just like context help needed? That's been super helpful for me to just, help my recipients read through and figure out, like, what action I actually need from the email versus having to like cipher through a bunch of different paragraphs and everything.

00;08;41;15 – 00;09;03;10
Lori Kendall
Matthew, I have a question for you. how many times do you get an email where you read it first and you go, man, the headline was buried here, and it takes you 2 or 3 times to read it to figure out what does this person actually want from me? Do you get that? Not too much, because you've got good just discipline at P&G.

00;09;03;12 – 00;09;24;23
Lori Kendall
Or do you find that depending on who send any the email, either people have good discipline or people's thoughts feel all over the map and feel very fragmented? And does that impact how you then reply and making the decision of who you're going to serve up first and who you're going to put off to the side? Because I don't like that email.

00;09;24;26 – 00;09;29;16
Lori Kendall
I don't even understand that email. I'll get back to it later. But what was true for you?

00;09;29;19 – 00;09;49;26
Matthew Bonner
Yeah, I would say we took a wide variety. from the people I work with in terms of like clarity and directness. I think definitely a lot of people like get to the point, which is super helpful, but definitely for like emails where you get like a whole brick of a text, you're having to, like, read through and see what you actually need to do.

00;09;50;03 – 00;10;09;05
Matthew Bonner
It does make it a lot more of an ask from the recipient, because you definitely want to make it as easy as possible for them to answer the emails fast as possible. So I definitely usually try to prioritize the emails I can get done, like batch them of like quick responses. And those usually filtered, filtered down to the bottom because they take a little more work.

00;10;09;07 – 00;10;24;25
Jon Quinn
Let's talk a little bit about like, another up front piece of authoring email is like, who? You're gonna send it to the recipient list. so we talked about how do we make sure the subject line works hard and it gets right to the point. It's like, what do you need from that person? What are we talking about here?

00;10;24;28 – 00;10;46;20
Jon Quinn
And then then following that headline in the first paragraph. Like, give me a little more detail, exactly what the subject is and what's needed. But, but also you have to put some thought in who you're going to send it to. And, if you you talked about project management and you've heard about races, right? Responsible, accountable, supportive, consulted and informed.

00;10;46;20 – 00;11;08;21
Jon Quinn
Right? I always get supported and consulting kind of confused. But anyways, that's another podcast episode. But you have to think about who you're going to include in this and who's actually is it sent to versus who's copied on it. And, and regarding the subject matter. Like if you you have to think about it from your audience standpoint, who really needs to know this information.

00;11;08;23 – 00;11;27;06
Jon Quinn
And maybe you need to send a couple different emails based on if you're going to send about a couple of different topics. Because I've noticed if you have 2 or 3, ask in one email, you'll be lucky if you get two of them answered. You know, usually you keep it more focused, and don't include people in emails who don't need to have the

information.

00;11;27;06 - 00;11;36;21
Jon Quinn
Right? Because then other people might assume like, well, maybe I don't need to pay attention to this either. Talk a little bit about like, how important is it selecting who you're sending it to based on the subject matter?

00;11;36;24 - 00;12;09;07
Matthew Bonner
Yeah, I kind of try to prioritize that between like the two in the like CC but at the beginning, I really try to make sure that I'm not overdoing the invite list so that people that are actually on the email see, like, need to be involved or need to know what's happening. But when I kind of have aligned that list of like who I actually want on the email chain, usually I try to prioritize the people in the two to who are like directly involved or who I'm like asking for action to be taken or like a decision to be made.

00;12;09;10 - 00;12;33;06
Matthew Bonner
And then people on CC are usually more like kept in the loop to be informed about the email. so like on my team, it's like I might be sending an email to my like to, for alignment, but then I would have my team that we've all come together for this recommendation. CC so they're aware that it was sent and they're kind of in the loop as we like, get feedback.

00;12;33;08 - 00;12;42;18
Matthew Bonner
but I don't want to like overload it with unnecessary people because then that can kind of like dilute accountability. And it just bogs down everyone's messages and emails if there's too many floating around. Right?

00;12;42;18 - 00;12;59;28
Jon Quinn
Yeah. It's respect from people's time. I mean, like, not giving more information than they actually need, right? so how about the the use of reply or say you. Yeah. I'm sorry your listeners can't see Lori's reaction right now, but she's.

00;12;59;28 - 00;13;02;10
Lori Kendall
My immediate reaction is just don't do it.

00;13;02;17 - 00;13;02;26
Jon Quinn
Yeah.

00;13;03;02 - 00;13;04;18
Lori Kendall
Just don't I just don't reply.

00;13;04;20 - 00;13;30;17
Jon Quinn
Yeah, yeah. And unless it's absolutely necessary and it's okay, it it's not a binary choice either. It's not either. Reply one to reply oh you can reply and then add people as needed. But talk a little bit about I don't know, maybe if you have some anecdotal stories about some, reply all full pause, some or things that should not be done when it comes to, replying to emails.

00;13;30;19 - 00;13;52;13
Matthew Bonner
I would just say, yeah, there's been lots of examples of like, I feel like everyone has a story about like their like 30 recipient email. And someone replied, all in, like the chain never dies and you're like, why is this email chain still happening? but yeah, I usually try to like if I'm replying, I'll double checking that actually everyone needs information and if not, cut down the list substantially.

00;13;52;13 - 00;13;58;24
Matthew Bonner
So it's only people that actually need to be it. And you can kind of start a separate email chain, which is helpful to not bog down everyone's notes.

00;13;58;27 - 00;14;28;02
Lori Kendall
Yeah. So I'll keep my remarks specific to my corporate life. A spectacular fail when I was, consulting for a large insurance company in the Midwest, we were grappling amongst the consulting partners how we were going to explain to the client that they're that they're part of the bit there. Their work to be done, that they had completely messed up.

00;14;28;05 - 00;14;36;26
Lori Kendall
Unfortunately, one of my colleagues did a reply all and it went to the CIO of the client, who had not yet been informed.

00;14;36;28 - 00;14;38;01
Jon Quinn
Oh boy.

00;14;38;03 - 00;15;04;15
Lori Kendall
And that set off the mother of all email chains that at one point had

175 people on it when it started off being was a reply to a status report of about 15 people, and it kept growing and growing and growing and ended up needing to negotiate the contract ended up having, who's going to lose their job today?

00;15;04;15 – 00;15;32;16
Lori Kendall
Moment. And so for principal reasons, as well as just the reality of stop littering my inbox, because I get so many emails that I don't need to take action on, I'm just so anti reply all because those emails live forever, those replies live forever and people will take elements of the chain out of context and use it for political reasons.

00;15;32;19 – 00;15;54;29
Lori Kendall
is just bad, particularly when you do a reply all to something that started as a small private conversation and included some things that you don't want to have included, and it ends up, morphing and getting bigger and bigger and bigger. And the stuff that you wish, gee, that conversation between two people should have never gotten to a distribution of 50.

00;15;55;01 – 00;15;56;24
Lori Kendall
And when it does, watch out.

00;15;56;26 – 00;16;22;03
Jon Quinn
Yeah. No, I've seen that happen multiple times in my career too. and I've even made some faux pas along those lines. And just be very careful in your if you do reply, I'll look at the whole list and see like, do I want everybody in here to see this and be very, very strict? And you're saying like, one way I can take these people out, you know, take more, be better off taking more people off and including more people.

00;16;22;06 – 00;16;22;25
Lori Kendall
That's right.

00;16;22;28 – 00;16;28;05
Jon Quinn
You know, along those lines, Matthew, did you want to add anything along those lines?

00;16;28;08 – 00;16;39;19
Matthew Bonner
No. Yeah, I agree, I feel like it is best to either reply individually or as a group, like a smaller group versus the whole chain. Yeah. I think it kind of, could lead to unintended consequences.

00;16;39;23 - 00;17;01;09
Jon Quinn
Yeah. Very much. Yeah. I've seen some careers take some, major bruises, if not, detours because of poor use of email like that. So kind of a related topic. Let's talk a little bit about professional tone, and language in there. you know, I noticed a lot of times when I get emails from students, sometimes these are seniors.

00;17;01;09 - 00;17;29;09
Jon Quinn
You're going to be graduating soon or MBA students. And I see the tone or, degree of respect that may be or not be present in there. you're better off being erring on the more professional side. Right. And maybe you might have a pretty informal relationship with your supervisor, but that doesn't always translate into email. Talk a little bit about like tone versus personality and respect in email like Matthew.

00;17;29;09 - 00;17;54;02
Jon Quinn
Like do you have a like I know when something when I write an email, especially if I have any sort of emotion in it that's going on with me. I don't send it immediately, I draft it, I come back 30, 45 minutes later, take a look at it, and I'll strip out unnecessary phrases like as previously discussed, you know, it's like, is that a necessary phrase?

00;17;54;02 - 00;18;17;14
Jon Quinn
That's never a necessary phrase, right? It just has tone in it. So and when you're in the state of emotion, you don't realize how much tone you're putting into it. so what are some of the personal safeguards or guardrails that you put into place to, make sure that you're speaking in the top or proper tone in respect?

00;18;17;16 - 00;18;39;12
Matthew Bonner
Yeah, I think tone wise, for me, like I try to be polite, clear and direct. I mean, I also think email can be hard, especially since it's not like an in-person face to face or like via teams or Zoom, because like, your words can come across differently based on the tone than as someone's reading it than you might have intended.

00;18;39;14 - 00;19;02;10
Matthew Bonner
So definitely rereading it and making sure it comes across the way you're intending is important. similar to you. Like if there's an email where you're kind of getting fired up about it, definitely do not send it. You kind of let it sit for a little bit, reread it just

to make sure that, like you are sending a good reflection of yourself because yeah, emails can live forever.

00;19;02;12 – 00;19;26;13
Matthew Bonner
I think I got the advice that like, you should never, you know, anything you wouldn't want on the front page of a newspaper. And if you're writing out, like mean emails as response, as something that does not look good for anyone on the chain, and then just like grammar wise, like I on the side of being more formal and like using proofread and spellcheck and like trying to avoid slang.

00;19;26;15 – 00;19;32;27
Matthew Bonner
just since it is a more formal communication than like instant messenger or like teams chat, that kind of thing.

00;19;32;29 – 00;19;53;11
Jon Quinn
Yeah. Keep in mind that email is also a face of your personal brand, right? And it does live on for a long period of time. how about you? So, Matthew, you you kind of touched upon it, but like, what about when you receive an email that you feel like you've been flamed, you know, or somebody throwing you on the bus?

00;19;53;14 – 00;19;55;19
Jon Quinn
how should you best react to that?

00;19;55;22 – 00;20;22;23
Matthew Bonner
Oftentimes I feel like when things are getting like heated on email, it's better to set up a call and talk about it versus continuing with the email chain. I think you can kind of write it out of response, think it through, reread it. But if people are getting that passionate over email, I find it best just to set up like a quick 15 minute call or call them on their cell, and then it's easier just to get it hashed out so there's no misses in tone happening via email anymore.

00;20;22;26 – 00;20;47;18
Jon Quinn
Yeah. And and that's an issue with, a lot of, employees working remotely that they default to email. Yeah. And you've got to refrain from that. Right. You've got to say like, even if you are working remotely. Hey, can we check in, jump on a team's call quickly, just you and I, and talk about this, because otherwise, it can easily spiral out of control.

00;20;47;20 – 00;21;12;16
Jon Quinn

there's also, if you find yourself writing an email and you're into your deep into a third or fourth paragraph, it's like, wait a minute, if I'm gone this deep into written communication, this maybe this should be a meeting instead of an email. what are some of those, like, trigger points for you? So like it when you're engaging in an email and say, well, wait a minute.

00;21;12;18 - 00;21;17;10
Jon Quinn
I think this is probably better off handled in another format.

00;21;17;12 - 00;21;41;08
Matthew Bonner
I think definitely like if things are getting heated in person, I really think the email should serve as like somewhat of like a documentation or like quick reply things. Not so much like when you're discussing like big complex issues or like conflict resolution like that. Some of that should happen in a meeting, and then the email should just be like almost documentation of the next steps following it.

00;21;41;10 - 00;21;58;08
Matthew Bonner
I think that's where people get tripped up a little bit is you're like trying to force too much in an email. And then if it's requiring all these back and forth, you're like, okay, this would have been faster just to have a 30 minute meeting than all these email chains. yeah. And then I also think that like, email is super helpful, but it doesn't really help.

00;21;58;08 - 00;22;09;25
Matthew Bonner
Like with building relationships, I feel like having meetings is really important, even for people that you might just email a lot just to like meet face to face. Put a name to the email is helpful when you're doing all the various tasks and stuff.

00;22;09;28 - 00;22;36;04
Lori Kendall
You know, Matthew, you really hit on this idea of discussion versus quick action that I think is a really important idea, whether it's a student that wants to do a back and forth with with me multiple times, and at some point I'm going to cut it off and say, you just we need to meet, sign up for office hours and come meet me or in a work context.

00;22;36;07 - 00;23;02;11
Lori Kendall
And I see it here in my job as an academic director. When I see a chain go back and forth between the same people 3 or 4 times, that for me is a is a trigger to say, stop. Let's just get a quick email on

this or let's get off of email, let's get a quick discussion on teams, or let's get on a quick zoom call or even a telephone call.

00;23;02;11 – 00;23;29;22
Lori Kendall
Let me call you on your mobile and let's talk for five minutes and let's just thrash this out, because email is great for memory for an institutional memory of what we've agreed to and information that we want to remember. But it's not a great decision making form, is it? Because what if you start reading the beginning of the chain and you work your way up through 27,000 responses?

00;23;29;25 – 00;23;57;25
Lori Kendall
Are you going to are you going to remember the thread in? The answer is no. That's why it goes. These threads go off and all kinds of crazy, directions and they don't converge on anything. So I think your point is super relevant here, which is if it does a back and forth more than a couple times timeout, let's take this off of email and then come back to the email and maybe just record what the outcome of the discussion was.

00;23;57;27 – 00;24;11;08
Lori Kendall
Do you do you find that do you find that you all end up doing that a fair amount when it just seems, you're what we would call for separating just back and just cranking back and back. Back and forth. Back and forth.

00;24;11;10 – 00;24;30;27
Matthew Bonner
Yeah, I definitely agree. I mean, I think that also shows like good leadership. Like I think if you're the one to intervene and be like, hey guys, time out. Let's just schedule a quick call. Like, I think that also is a way that you can kind of like step up in the group, especially as like a new hire, like coming out of Fisher just being like, hey guys, let's do a quick emails.

00;24;30;27 – 00;24;38;01
Matthew Bonner
I think it shows one that you can read the room until you're not afraid to hop on a phone call. so I think that'll be really helpful.

00;24;38;03 – 00;25;03;00
Jon Quinn
Covid related subject too. I just wanted to mention that, as Laurie mentioned, sometimes these email threads meander into different topics, and maybe doesn't necessarily a necessity to meeting, but in that situation, stop it. Still, stop the email thread, start a new one, right? With a new subject. Ten because email is also a, a

reference later down the line.

00;25;03;00 - 00;25;24;17
Jon Quinn
And it's like, if you can't find an email about a certain topic because it's not even in the subject header anymore, that's a problem, right? So you're going to want to you're going to switch it into a whole new email thread. And as we mentioned earlier, you know, keep in mind a nuclear email, one that's got personally damning information and it lives the half life of that is very, very long.

00;25;24;18 - 00;25;43;11
Jon Quinn
Right. So make sure you don't put any other type of information that you wouldn't want to live on for weeks, months, or even years because it could be used against you at any period of time down the road. because it's not Snapchat. Right? And it doesn't go away. It's there. And even if you think you've deleted it, they don't have a way to retrieve it somehow.

00;25;43;13 - 00;25;48;27
Jon Quinn
Matthew. no. You want to talk a little bit about boundaries? So, what are your thoughts on that?

00;25;49;00 - 00;26;08;23
Matthew Bonner
Yeah, I think it's important to set especially, like, new entering the workforce, like setting clear boundaries with email, because I think it can quickly suck your productivity and you'll spend a lot of time doing it. So I think it's important to kind of set specific times. You'll check throughout the day and so don't like live on your email all day.

00;26;08;27 - 00;26;29;15
Matthew Bonner
I think that prevents you from getting like more meaty work done. and then the other thing, I think it's important to kind of work with your manager and team of like, boundaries, of answering emails. I think oftentimes new employee employees might feel pressured to like, answer emails outside of working hours, like if their manager is sending emails.

00;26;29;15 - 00;26;50;01
Matthew Bonner
But I think a big unlock for me was understanding that, like, we have flexible work hours at PMG and so some people might be like leaving early to go pick up their kids and like get that settled and then log on later to like finish up their work day. And so when you're getting emails at 8:00 at night, it can be a little stress inducing.

00;26;50;01 - 00;27;05;21
Matthew Bonner
But just know that like the expectation is not for you. Then to respond at nine, like you can wait until the next day. They're just trying to make emails work when they have time as well. So I think that was a helpful like boundary setting that you can kind of have with your manager and team as you on board.

00;27;05;24 - 00;27;28;09
Lori Kendall
Matthew, I love that a very wise woman a couple years ago shared with me something she uses in her email signature, and I've adopted it and I've added it to my email signature. And, and it's a way for me to express the fact that I use email at very odd times of day. And my signature is I have a varied work schedule.

00;27;28;11 - 00;27;32;21
Lori Kendall
Please don't feel that you have to reply outside of your regular work hours.

00;27;32;24 - 00;27;33;16
Matthew Bonner

00;27;33;19 - 00;27;57;28
Lori Kendall
Yeah. Giving permission that if you get an email from me at 11:00 at night because I have that kind of schedule, you're under no obligation to reply until your regular work rhythm because I think it's abusive. If we don't do that, I think it's abusive. If I send you in an email at 11:00 because I am a night owl, I do emails at 11:00 at night, I will.

00;27;57;28 - 00;27;59;25
Jon Quinn
You and I have exchanged emails late at night.

00;27;59;27 - 00;28;04;09
Lori Kendall
But the fact that if if somebody is working for us.

00;28;04;12 - 00;28;06;05
Jon Quinn
Don't. Right. Oh my God.

00;28;06;05 - 00;28;12;27
Lori Kendall
Do I have to reply because my boss's sending emails late. It I think

Matthew the point is spot on and brilliant.

00;28;13;03 - 00;28;32;16
Jon Quinn
Yeah. Yeah very good point. You know we talked about signatures a little bit. And one thing I don't say is make sure you're utilizing signatures like a pet peeve of mine. And and it might not be shared with everybody is when somebody has a generic signature of like all the best, Bob, I'm like, and sometimes you're it doesn't even make sense.

00;28;32;16 - 00;28;52;15
Jon Quinn
It's like completely out of context and doesn't fit in with the tone. So have a professional signature and, you know, contact information, title, that sort of thing. Make sure you have, any thoughts about signatures, but what is the kind of the Procter and Gamble approach to signatures in emails? Matthew.

00;28;52;22 - 00;29;17;28
Matthew Bonner
Yeah, I think signatures are really helpful. I think they kind of add a sense of credibility. The communication with like either like the brand logo or something on there. So it's not just the like all the best, Bob. so I usually include like my name job title, and then relevant contact info, like my phone number so people can call, just to make it easier for people to reach out.

00;29;18;00 - 00;29;24;16
Matthew Bonner
I also include, like, my pronouns in the email thing, I'm sure. I think it helps promote like inclusivity at the company. And also.

00;29;24;22 - 00;29;25;07
Jon Quinn
Your point.

00;29;25;13 - 00;29;32;29
Matthew Bonner
You make people virtually. And so it's if you only ever exchange via email, it's good just to get on the same page of how people like to be referred to.

00;29;33;06 - 00;29;51;21
Jon Quinn
Very good. And one last thing I want to mention is about out of office assistant. And and you can set this differently. And if you don't know how to set it, you can easily Google how to do it. And in outlook, or whatever you email platform is, but utilize it because it, it sets expectations.

00;29;51;21 - 00;30;09;16
Jon Quinn
If now I don't expect people to get back to me in a couple hours, but I do expect them to get to meet back to me sometimes at the end of the day or within 24 hours. and I don't know, an out of office citizens helps those expectations. Even if you're in a conference or maybe an offsite meeting, you should be using pie out of office instance.

00;30;09;16 - 00;30;30;24
Jon Quinn
Just letting me know that, hey, I'm not going to be available. to check email until maybe later this evening or something. So, I might not be able to reply to you too early tomorrow or something. So people's expectations so they know what's going on or if you're on vacation because you might they might not know what your vacation schedule is and say, hey, I'll be back on May 22nd or something like that.

00;30;30;27 - 00;30;46;23
Jon Quinn
I'm a big believer in effective use of all of our services, and that was one thing that's hard to get used to in academia. because in corporate life, it was drummed into me, I'm assuming at Procter Gamble, it's expected that you have your out of office assistant set properly.

00;30;46;26 - 00;30;59;08
Matthew Bonner
Yeah. I think it's really important to have the out of office one to kind of like, respect your time off. Or if you're at an offsite, like make sure you're not, like getting pinged thousand things or get a bunch of emails. Yeah. Because you get.

00;30;59;09 - 00;31;04;01
Jon Quinn
You have an office set for a reason, right? To focus on what the topic of the offsite is.

00;31;04;04 - 00;31;28;07
Matthew Bonner
An interesting call for the person emailing you just to like, know why there's a delay. So in my out of offices that I try to include like clear dates of like when I'm back in office and when returning provide like an alternate contact. So like, hey, for urgent matters, please reach out to so-and-so for this project. and then you talk with them beforehand so they're up to speed.

00;31;28;09 - 00;31;51;07
Matthew Bonner

And then I just try to manage expectations, too. Like most of the time out of offices because I'm like on a vacation. And so I'll usually put something like, I'll respond to emails when I get back in the office for urgent replies. Please reach out to them. like that kind of thing, to expect a delay. because I'm trying to protect the vacation and not be answering emails all throughout, which is been helpful.

00;31;51;09 - 00;32;11;09
Jon Quinn
I like to spend a few minutes to briefly discuss the effective use of outlook calendar. Most of the companies I work for utilize the Microsoft package, but even if your company doesn't use outlook, they're likely using a similar platform to manage schedules and meetings. For the past 25 years, I've been a bit of an outlook zealot. If it's not an outlook, it doesn't really exist in my world.

00;32;11;12 - 00;32;32;29
Jon Quinn
It started with me when I started working at Applebee's headquarters, and I was handed my first laptop there and was told, you will keep everything on outlook. If you have a dentist appointment, put it in outlook and you are scheduled for mandatory outlook training on Friday. And I was like, damn, that's pretty intrusive. But it only took me a couple of weeks to understand why and have been outlook believe ever since.

00;32;33;02 - 00;32;52;12
Jon Quinn
So come on. On a related topic, let's switch a little bit to like outlook, calendar and proper use of Outlook Calendar. What's your practice? I mean, do you do you utilize outlook for everything personal appointments and everything? So I'm getting a couple head nods here. Matthew, I'm sure that there's a very strict outlook protocol out at Procter and Gamble.

00;32;52;14 - 00;33;13;29
Matthew Bonner
Yeah, I use outlook and I think it's a way for everyone in PNG just to keep track of our calendars, like it's a way to stay organized. We can manage our time effectively and we can coordinate with our team. So we try to keep our outlooks, like up to date so that you can find time to meet. You can make sure you're respecting people's like appointments or blocks so you don't double book things.

00;33;14;01 - 00;33;22;11
Matthew Bonner
but I found it super useful tool, especially virtually. So you can figure out where people are or like in different time zones, figure out what works for people.

00;33;22;14 – 00;33;29;08
Jon Quinn
How about when you're creating a meeting invite, what sort of information do you typically include in the meeting? Invite.

00;33;29;10 – 00;33;50;08
Matthew Bonner
Yeah. So for meeting invites, I usually try to include like what? The context of the meeting is. So like if it's from an email chain that we've been going back and forth on, I'll catch that just for reference so people can know why we're meeting and I'll just provide like a quick agenda. it doesn't need to be anything super fancy, but like what?

00;33;50;08 – 00;34;08;07
Matthew Bonner
The objective of the meeting, what we're talking. And I think that just respects people time and gets more people to join the meeting because they'll see that they need to be on the meeting. it's not just like an hour block of TBD topics. so having that kind of helps people prioritize and if needed, can join at certain times in the meeting.

00;34;08;09 – 00;34;28;12
Jon Quinn
Yeah. and one thing that is maybe another pet peeve of mine is like, once you've decided, you maybe decide to have a specific time for a meeting, send that outlook meeting, invite promptly. Like, don't sit on it because that time might disappear, right? Yeah, because time gets eaten up, especially if you're setting it. Maybe it's just a week or two ahead of time.

00;34;28;15 – 00;34;51;08
Jon Quinn
Somebody's looking at your calendar, looks like it's available, but you haven't set your outlook and you haven't updated. So make sure you're putting those outlook meetings in there very promptly. Once you decide at a specific time and make sure you the subject is don't have a generic title follow up discussion. All right. You know, you want to very specifically say what what the topic is, and utilize, schedule assistant.

00;34;51;08 – 00;35;12;12
Jon Quinn
So there's a, there is a functionality within outlook. You can see when people schedules are available, which is another reason why make sure you're putting time in between your meetings. Sometimes is like, if, you know, you have to travel from one building on your corporate campus to another, or you're at an agency and you're make sure you're putting travel time in there, because people will see that as available and send a meeting there.

00;35;12;12 - 00;35;27;22
Jon Quinn
Also, like, why can't make that meeting? I'm actually going to be in the car, you know, I'm going to be in a plane. so make sure you're putting travel time in there. also, maybe you talked about I always make sure I have, like, a rough agenda. maybe when you actually sit down for the meeting, the agenda is a little more fleshed out.

00;35;27;22 - 00;35;47;12
Jon Quinn
But at least people have an idea what you're talking about. But also use that meeting invite down the road for communicating regarding specific content that you're going to review in that meeting. So maybe you set the meeting invite two weeks ahead of time, but two days before the meeting, you have a pre-read you want. Everybody use that outlook invite and use the message to all.

00;35;47;12 - 00;36;09;01
Jon Quinn
So you've already set the context right. You know, I know it's about this meeting we're having a week from Tuesday. Here's a pre-read I want you to review beforehand. and make sure you're utilizing that messaging within there. so Lori, any sort of pet peeves or pointers you could, provide our listeners regarding proper use of Outlook calendar?

00;36;09;03 - 00;36;35;00
Lori Kendall
I have so many. Where do I even start? I'm going to go with the top three pet peeves of mine. The first is you send me an invite for a meeting, and you step on another appointment that I already have. So you're not using scheduling assistant and you've sent me an appointment. That is a conflict with other time I have blocked out on my calendar because I put everything on my calendar.

00;36;35;03 - 00;36;54;01
Lori Kendall
I actually put focus time on my calendar. Right? And if you are, schedule a meeting and you recognize that half your audience who is required to be there, it doesn't work for them. You shouldn't be sending that appointment, right? You just shouldn't.

00;36;54;04 - 00;36;54;18
Jon Quinn
Know.

00;36;54;21 - 00;37;06;03
Lori Kendall
If you've got a group of eight people and one of those eight people

has a conflict, I think it's okay to say, look, this time works for most of us and call out in the invite, so-and-so, I've.

00;37;06;03 - 00;37;06;22
Jon Quinn
Seen you do that.

00;37;06;22 - 00;37;40;06
Lori Kendall
I apologize. Can you make this time? Everybody else can for the greater good. My second issue at the time you set the appointment, it's really important to set the time, the place and the means of whether it's face to face or we're using some type of video or audio conferencing technology to just set it, to put it on my calendar and provide the how we're going to meet later doesn't help me, because on some days I don't know.

00;37;40;06 - 00;38;05;11
Lori Kendall
Matthew, that's probably true for you and John. I know it's true for you as well. We end up being in back to back meetings, and it'll be that one face to face only meeting when everything else is remote that will actually cause me when I have a work at home day, to have to drive into the office. And I got to tell you, I come into that meeting, I'm already annoyed.

00;38;05;13 - 00;38;37;25
Lori Kendall
So it's really important to know the modality of the meeting type and to set that in the appointment. And three, when setting the appointment, everything that y'all have said in addition to that is give me the pre reads as early as possible, because if I have 12 to 14 appointments in a day and I do, I may plan the weekend to lay out and kind of organize in a stack of what's going to happen during the week, and I want to give time.

00;38;37;25 - 00;38;47;06
Lori Kendall
So I'm not just reading your thing five minutes before we actually meet. So it helps me to have that information up front as soon as possible.

00;38;47;08 - 00;39;06;20
Jon Quinn
Yeah, yeah. Even for my, record of this podcast, I sent a discussion guide about 4 or 5 days ahead of time. I usually say, who's in person? Who's in zoom? Very, very good point. how about you, Matthew? Any additional thoughts regarding proper use of outlook? calendar?

00;39;06;23 - 00;39;33;08

Matthew Bonner
I think I'll reiterate the, focus time piece that we talked about. I think it's super important, especially like new to a company. I feel like you can feel like you're spend all your time in meetings and you're like, wait, what am I supposed to, like, actually get everything done? So that's been really helpful for me to help prioritize and block that time off so you can focus and have uninterrupted time, to actually get things done faster than if you were, like, multitasking.

00;39;33;10 - 00;39;55;27
Matthew Bonner
I echo the location and conference details. I think that helps in specifying. If it's an in-person meeting. I try to pick days that people are in the office like we have hybrid days. And so I know most people are in Tuesday to Thursday, so I'll try to schedule those in-person meetings around then and like, look around. and then I also utilize the recurring events a lot.

00;39;55;29 - 00;40;11;27
Matthew Bonner
we have a lot of like weekly, bi weekly monthly meetings. And it just makes it really easy in outlook to schedule that. And so everyone's like up to date on your stuff throughout the month, throughout the year. and so you don't have to worry about scheduling like events every single month. I think that's very helpful.

00;40;11;28 - 00;40;27;20
Jon Quinn
I want to add just a couple of mine is like when you receive a meeting outlook, outlook invite respond. Oh, yeah. There's nothing more entertaining when I look and see like, an hour or so before my meeting is like, well, who's all responded? This is like half the people never responded. Well, are they gonna show up or are they not?

00;40;27;20 - 00;40;28;23
Jon Quinn
I don't know.

00;40;28;25 - 00;40;31;18
Lori Kendall
Or they respond, yes. And they don't come.

00;40;31;18 - 00;40;50;26
Jon Quinn
That's even worse. Yeah. But yeah, yeah, yeah, that's worse than that. Responding you know. But yeah. And I do think recent graduates and get out into the workplace, they have a tendency not to respond. They don't realize the importance of that documentation that people are actually going to be there. Yeah. So make sure you respond to your

invites.

00;40;50;28 - 00;41;10;25
Jon Quinn
and also when you're, creating an invite, make use of the required versus the optional. And think of along those lines of we talked about the RACI before. If you're just in the supportive if somebody just in a supportive a consultative role, they don't necessarily have to be in the meeting. Right. So put them as optional, maybe even put in a meeting invite.

00;41;10;25 - 00;41;35;29
Jon Quinn
Why they're optional. so they understand, like, okay, you know, I think I want to be in this meeting anyways. Yes. Or is like, okay, good. I really need this time I'm going to decline. But be respectful of your audience that way. And use that required versus the optional. Well, thank you Matthew and Lori for coming to career EQ and being part of our new sub series on professional communication and the role it plays in a successful career and it's reflection on your own personal brand.

00;41;36;01 - 00;41;37;00
Jon Quinn
Thanks, guys.

00;41;37;03 - 00;41;38;10
Lori Kendall
Happy to be here. Thanks.

00;41;38;12 - 00;41;46;15
Jon Quinn
So make sure you check out our web page for additional email and outlook resources, and see you again soon at career EQ.

00;41;46;17 - 00;42;06;03
Intro/Outro
Please check the web page for additional related links and resources on this topic. Career EQ is brought to you by the Fisher College of Business at the Ohio State University, and is made possible by our producer, Doug Carraway, and Fisher's Office of Career Management, dedicated to supporting our students in the launch of their careers. See you soon at career EQ.