HIMSSEmerging Healthcare Leaders Webinar: A Roadmap To Successful Remote Leadership

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Upcoming Events

- **Join us January, 13 am CT for our next webinar**: <u>HIMSS Student Case Competition – A Path for Career Success</u>

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  Apply today for a variety of HIMSS Foundation and HIMSS Foundation Chapter Scholarships. The application deadline is January 28, 2021

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Learning Objectives

| Review and Discuss	Examine	Explore
Describe one element of the Remote Leadership Models in developing long-distance leadership skills.	**Explain** two leadership actions that build trust, establish goals and enhance communication when leading a remote workforce.	**Identify** one tool to assist in maximizing your remote team's productivity and outcomes.

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Models

Remote Leadership Models

Leadership & Management → Tools & Technology → Skills & Impact
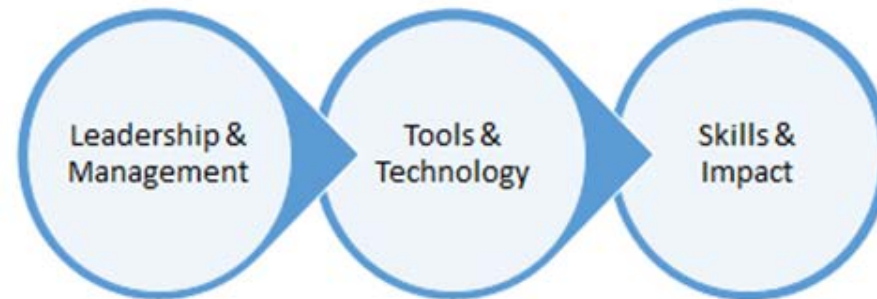
(2018, Eikenberry & Turmel)

Leadership & Management Model

- Leadership skills do not change in a remote environment

- Competencies remain the same

- Leaders learn collaboration and teamwork

- Leaders champion change problem solvers

- Powerful communicator responsibility and accountability

- Build relationships

Leadership & Management Model

- Manage projects

- Develop others

- Set goals

- Focus on customers

- Influence with impact

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Tools and Technology

Available tools

The right tool for the right job

Reliance on tools

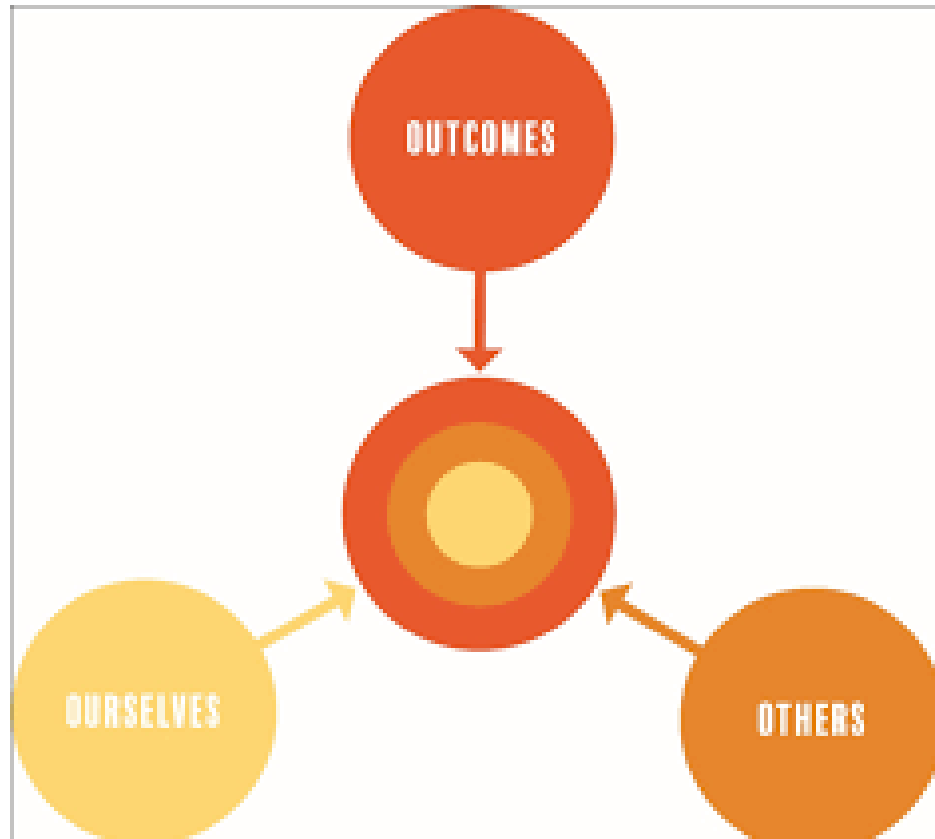Leading remotely requires tools and technology

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Skill and Impact

This is the smallest gear and easiest to comprehend.

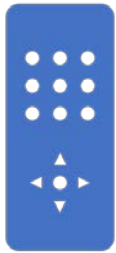Select tools that will be impactful and will not create new problems.

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Three O Model
(2018, Eikenberry & Turmel)

Focus On Outcomes

Leading in a remote environment has more of a focus on outcomes.

Working in silos as opposed to a team.

Visual cues

Focus On Ourselves

Assumptions about remote work

Be intentional

Decide to act

Focus On Others

- Make it purposeful to focus on others

- Coaching/communicating/support and guidance

- Cannot do this alone

- Win-win

- Build trust

- Build relationships

- More influential

And Next.....
Leadership Actions

Building Trust

- Building trust at a distance does not happen by accident

- Trust Triangle (2018, Eikenberry & Turmel)

- Team must see alignment in the three corners of the trust triangle
  - Common purpose
  - Motive
  - Competence

- Review organizational charts

- Understand the politics of your organization
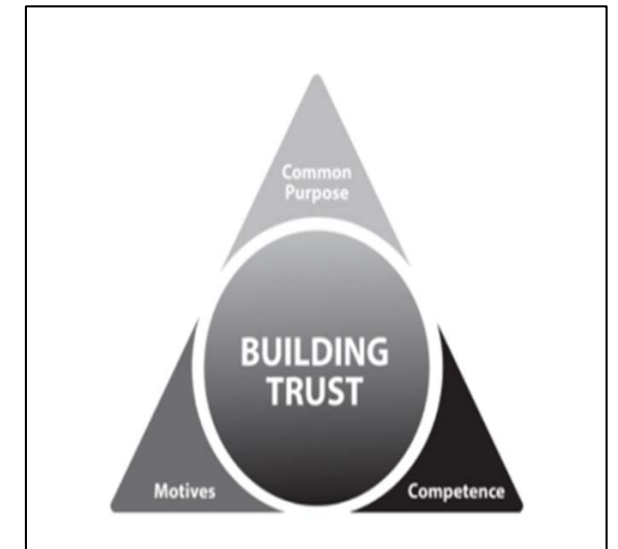
Leadership Actions

- **Set clear expectations upfront**

- **Review goals and implementation plans with each team member and as a team**

- **Report and discuss regularly (weekly meeting, 1:1, etc.)**

- **Have a conversation to see if people feel you are on track**

  - If not, refocus on goals and plans. Be flexible and work together to make required adjustments.

  - If no coaching scheduled, find 2 to 3 positive meaningful things to share with the team before the end of the day, then share them

Building Trust

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Effective Communication: Richness and Scope of Media
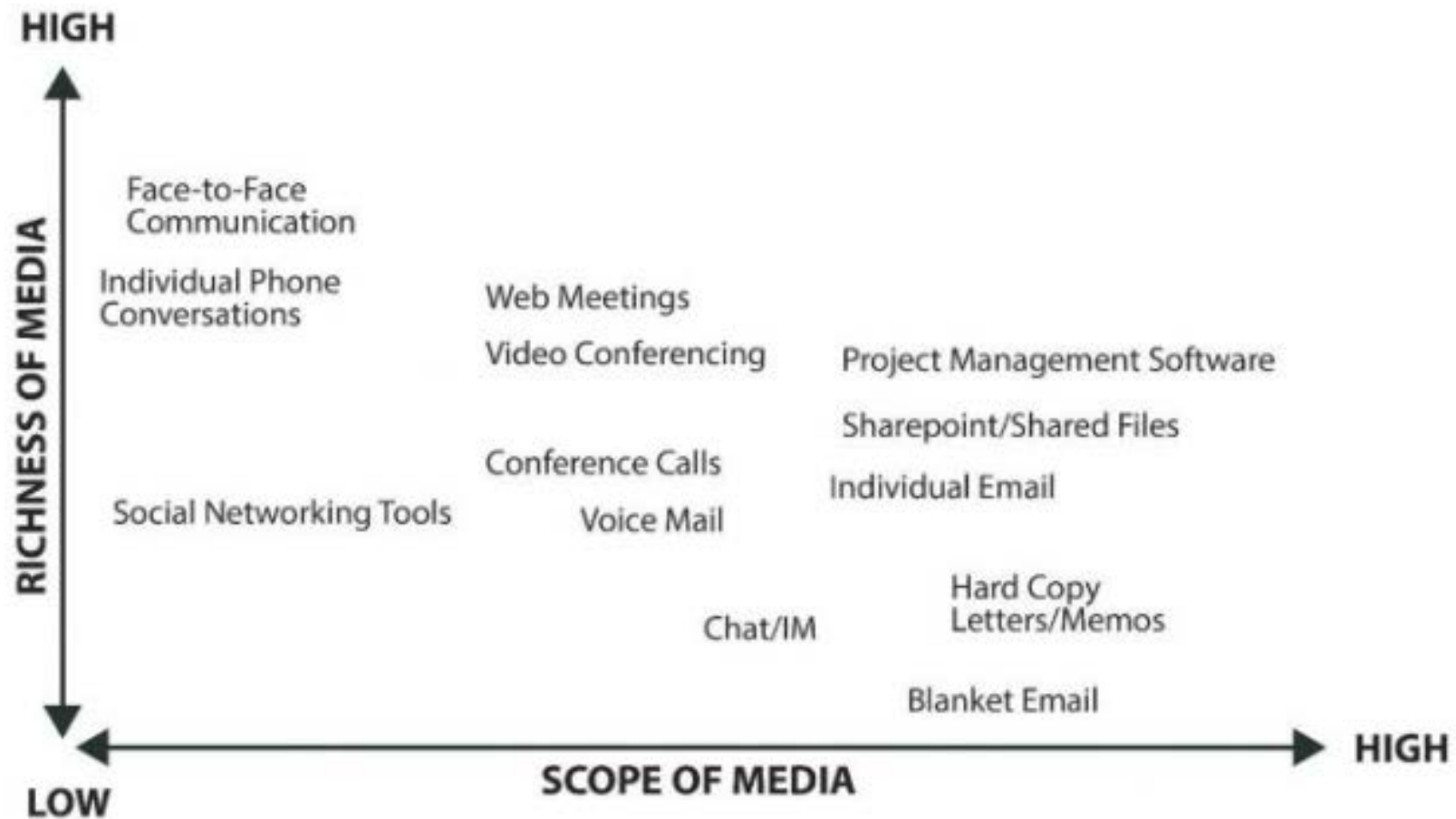
Adapted from Using Communication Technology, Bettina Büchel Palgrave, 2001

Eliciting Feedback

- **Utilize open-ended questions**

- **Listen, listen, listen**

- **PIN Approach**
  - Positive
  - Interesting
  - Negative

- **Check-in; coaching**

- **Look at performance data (KPIs)**

There is no failure.
Only feedback.
— Robert Allen

www.workboard.com

Setting and Achieving Outcomes

- **Teams: membership selection based on individual strengths and tasks at hand**

- **Clearly stating outcomes and setting realistic, achievable goals**
  - SMART goals: Specific, Measurable, Actionable, Realistic, Time-driven

- **ASK: Would the team goal description be the same as the leader?**

- **Frequency of meetings: Is the team meeting often enough and with the right preparation and intention?**
  - 50 minutes and 20 minute meeting times
  - Time Zone awareness
  - Agendas

- **Examine the impact of coaching and feedback to improve results for ourselves and the team**

- **Data analytics; continuous improvement**

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Team Engagement Strategies

- Leading successfully requires an understanding of what people are thinking, not just what they are doing

- How we engage others in a digitally connected world will largely determine whether you hit your goals, and how stressful it will be along the way.

- Communicate in the ways that works best for others rather than based on your personal preferences (consider individual employee and team preferences)

- Get to know your employees-Work style analysis and profiles (DISC, StrengthsFinder, etc.)

- Personalize questions and communications for employees

- Build Trust

- Be transparent: Delegate work at public meetings

- Multi-level communication

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Finally.....Tools to Assist

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Establish a Code of Collaboration

Set of rules relevant to the team at that point in time

Behaviors that team agrees to do in order to collaborate more effectively

Ideally instituted in a formation stage

Minimizes issues

If you leave the code until you have problems, you will be in 'fix it' mode, and damage has occurred

Involve the Team in formation of the Code

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Code Examples

- Meeting host/note taker on a rotation basis

- Host signs in with enough time to load any needed documents

- Email acknowledgement/reply time

- Agreement that if email is insufficient; follow-up with phone call

- Post-meeting actions assigned

- Accessibility and do-not-disturb time

- Document creation, distribution, accessibility, and sharing

(Giangregorio, 2020)

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Without Code of Collaboration

- Conflict and distrust

- Operationally deadlines will be missed

- Micro-issues become macro-problems

  (Giangregorio, 2020)

For this to work …

- Not a one-time meeting….it is a process to develop and implement

- Document the Code and use as a reference frequently

- Buy-in from the team

- Lead by example

- Periodic temperature check by emailing individuals and asking them to describe one thing we could do to collaborate more effectively

Remote Motivators

- **Use 1:1 time to understand individual personal motivations**
  - Each person is an individual

- **Select the right way to give recognition**

- **Remember cultural values and expectations**

(Giangregorio, 2020)

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Remote Motivators

- Use instant messaging just to say hello (water cooler check in)

- Send an e-card

- Write a personal note of thanks, congratulations, job well done

- Bump it up a notch and have your manager send an email or note

- Pause to connect the purpose and the value of their work to the mission of the organization

- Ask their ideas and input on problem-solving and team optimization

(Giangregorio, 2020)

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Synchronous and Asynchronous Technology Tips

- **Emails are an asynchronous tool (although too often used as a synchronous tool)**
- **Video recorded messages**
- **Instant Messaging**
  - Best used if time sensitive
  - Proper tone and etiquette are essential otherwise your messages become demands

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More Technology Tips ---Can You See My Screen?

- **Web meetings**

- **Let someone else 'drive'**

- **Understand the potential of all the tools**
  - Minutes can often be taken and stored during the meeting and retrieved for future reference
  - Whiteboard
  - Channels

(Giangregorio, 2020)

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Summary Best Practices Remote Leadership

- Think about leadership first, location second

- Build a trusting relationship with each team member

- Be intentional when creating a virtual presence

- Personalize interactions to promote connectiveness

- Select effective communication tool(s) to achieve goals

- Coach and train members to promote high work productivity and work satisfaction

- Establish communication norms based on the individual employee

- Seek timely feedback

- Listen

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Thanks

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