




HIMSS
NEW ENGLAND
CHAPTER

LEADING VIRTUALLY WITH EMPATHY

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LEARNING OBJECTIVES

- Understand Emotional Intelligence (EI)
- Learn to speak the 'unspoken rules'
- Identify teammates strengths
- Solicit feedback of what needs to change to help improve the culture
- Create standards around communication
- Promote rounding with staff creating a safe space for people to bring forward concerns

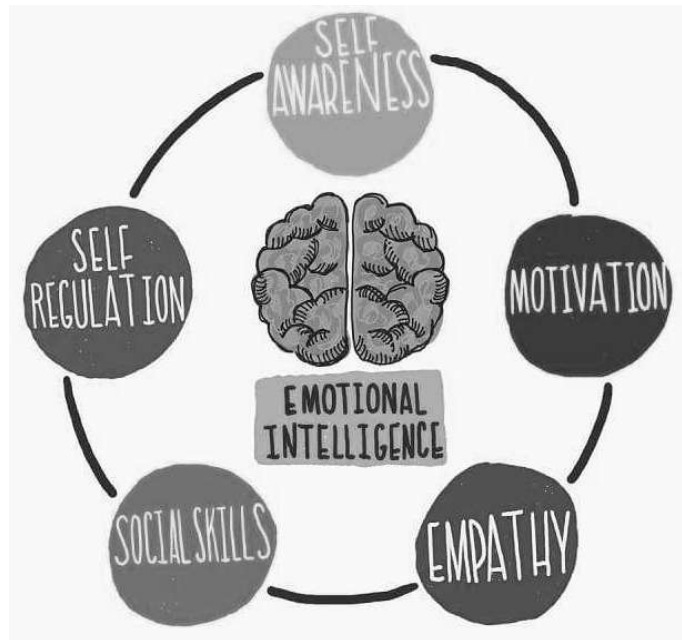


The role of a creative leader is not to have all the ideas; it's to create a culture where everyone can have ideas and feel that they're valued.

Ken Robinson

 quotefancy

FOUNDATIONAL SKILLS OF EMOTIONAL INTELLIGENCE



Low Emotional Intelligence

Aggressive
Demanding
Egotistical
Bossy
Confrontational



Easily Distracted
Glib
Selfish
Poor Listener
Impulsive



Resistant to Change
Passive
Un-Responsive
Slow
Stubborn



Critical
Picky
Fussy
Hard to Please
Perfectionistic



High Emotional Intelligence

Assertive
Ambitious
Driving
Strong-Willed
Decisive

Warm
Enthusiastic
Sociable
Charming
Persuasive

Patient
Stable
Predictable
Consistent
Good Listener

Detailed
Careful
Meticulous
Systematic
Neat

SELF REFLECT:

How would you rate your own
Emotional Intelligence?

HOW DO YOU SHOW UP?

IT'S OK TO...

- Say you don't understand
- Ask teammates for help
- Have quiet days
- Ask why, and why not
- Actively solicit feedback – don't wait for it
- Not know everything
- Ask management to help/escalate

IT'S OK TO...

- Not check your email at off hours
- Take a mental health day
- Block off no-meeting time on your calendar for focused work
- Ask questions – lots of questions!
- Turn off your video if you need a break
- Shift your hours earlier or later to take care of family commitments
- Make space to concentrate

IT'S OK TO...

- Make mistakes
- Follow up with people to help projects stay on track
- Ask for patience
- Take time off
- Make a meeting a walking meeting
- Ask for help prioritizing your work

MOTIVATION ICEBERG

Choose the right motivators to get the results you want.



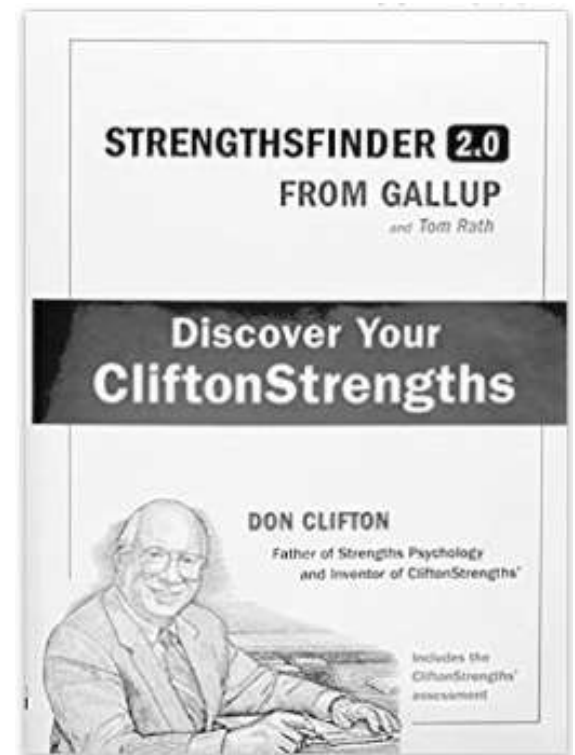
UNSPOKEN RULES

- Set clear expectations & say these out loud!
- Think excellence, not perfection
- We need to invite people in and bring them up, so that *everyone* can do their best.

A TEAM OF STRENGTH

STRENGTH-BASED LEADERSHIP

- Do you have the opportunity to do what you do best every day?
Chances are, you don't.
- All too often, our natural talents go untapped.
- From the cradle to the cubicle, we devote more time to fixing our shortcomings than to developing our strengths.

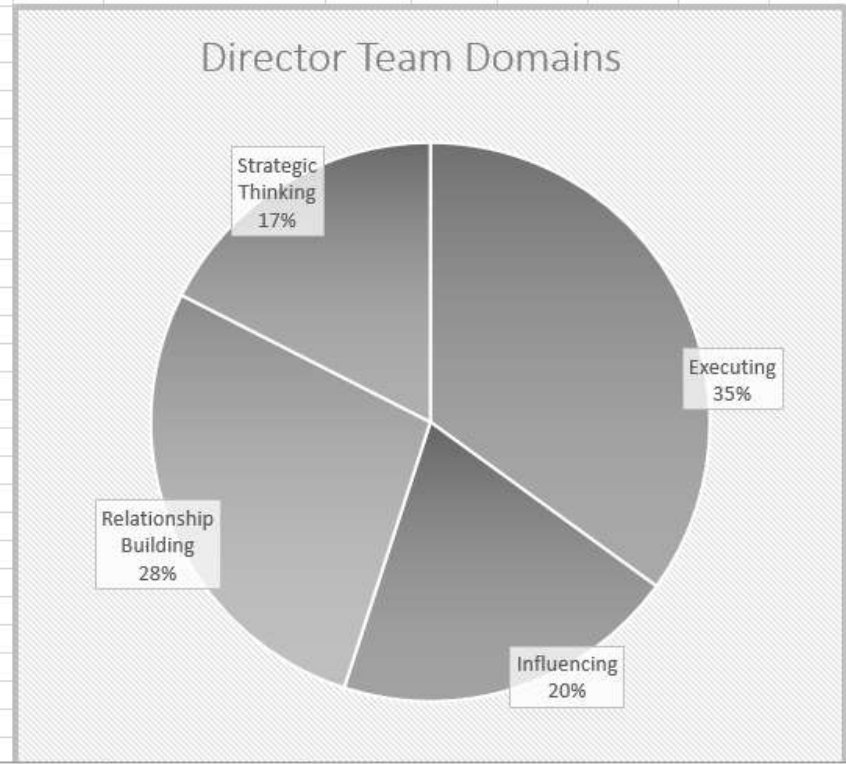


STATS

- People who use their strengths every day are **6x's as likely to be engaged** on the job.
- Teams that focus on strengths every day have **12.5% greater productivity**.
- An employee who regularly applies their strengths at work is 5x's as likely to strongly agree that they **know what is expected of them** at work.
- Employees who receive strengths feedback from their managers have **turnover rates that are 14.9% lower** than those for employees who do not.

Clifton Strength	Laura	Delaney	Linda	Wyatt	Joe	Kelly	Sky	Dominick	Domain	Total	Percentage
Achiever	4			4					Executing	2	5%
Activator									Influencing	0	0%
Adaptability									Relationship Building	0	0%
Analytical		3			5				Strategic Thinking	2	5%
Arranger		5	4		1	4	5		Executing	5	13%
Belief									Executing	0	0%
Command	2								Influencing	1	3%
Communication	1	2							Influencing	2	5%
Competition	5								Influencing	1	3%
Connectedness			5						Relationship Building	1	3%
Consistency					4				Executing	1	3%
Context									Strategic Thinking	0	0%
Deliberative						5			Executing	1	3%
Developer									Relationship Building	0	0%
Discipline									Executing	0	0%
Empathy					2				Relationship Building	1	3%
Focus									Executing	0	0%
Futuristic									Strategic Thinking	0	0%
Harmony									Relationship Building	0	0%
Ideation		1							Strategic Thinking	1	3%
Includer									Relationship Building	0	0%
Individualization				5	3				Relationship Building	2	5%
Input									Strategic Thinking	0	0%
Intellection									Strategic Thinking	0	0%
Learner		2	3						Strategic Thinking	2	5%
Maximizer			1						Influencing	1	3%
Positivity	3						3		Relationship Building	2	5%
Relator		4	2	1		2	1		Relationship Building	5	13%
Responsibility		5	3			3	4		Executing	4	10%
Restorative						1			Executing	1	3%
Self-Assurance									Influencing	0	0%
Significance									Influencing	0	0%
Strategic		4		2					Strategic Thinking	2	5%
Woo	3	1					2		Influencing	3	8%

Domains	Total	Percentage
Executing	14	35%
Influencing	8	20%
Relationship Building	11	28%
Strategic Thinking	7	18%
	40	



SOLICIT FEEDBACK

SEND A SURVEY

Sample Questions

- Think about process improvement. What would you like to change or improve in the department?
- I am inspired to meet my goals at work (strongly agree to strongly disagree)
- What ideas do you have to improve our customer service?
- What changes would the department have to make for you to give it a high rating for best places to work?
- I am determined to give my best effort at work each day (strongly agree to strongly disagree)

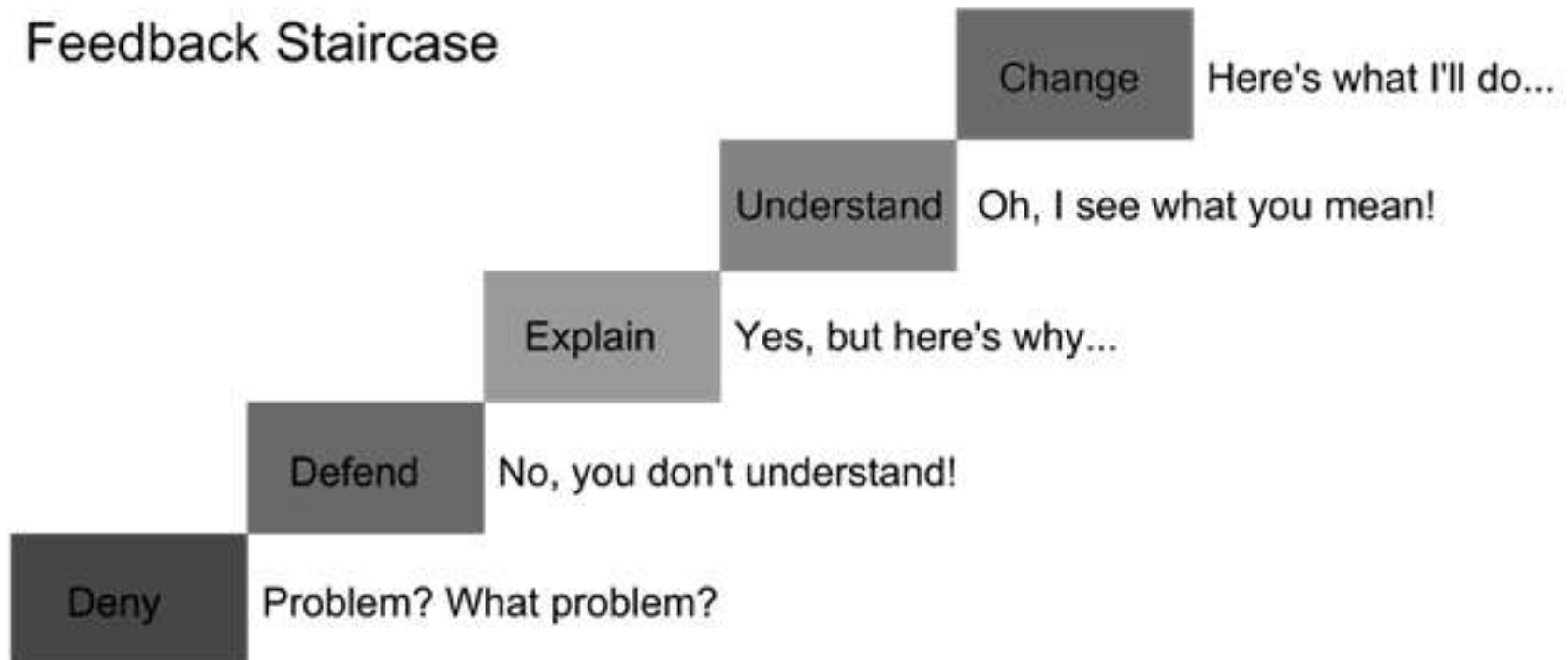
SURVEY CONTINUED

- In your opinion, which of the following do we do well?
- What do we need to improve?

ANSWER CHOICES

- ▼ Providing challenging work
- ▼ Perks and benefits
- ▼ Recognizing strong performance
- ▼ Providing meaningful work
- ▼ Opportunities for career development
- ▼ Communication with direct manager
- ▼ Communication with senior manager
- ▼ Job training
- ▼ Work/Life balance
- ▼ Managing workload
- ▼ Competitive compensation package

Feedback Staircase



TIPS FOR RECEIVING FEEDBACK

DO:

- Do seek feedback on a **regular basis**, especially after you have identified development goals.
- Do receive **feedback as a gift** that provides you with honest information about your perceived behavior or performance. **Be open** to what you will hear.
- Do **ask for specifics**, if not provided. Ask for alternatives to your behavior.
- Do monitor your **nonverbal** and **emotional responses**.
- Do use feedback to clarify goals, track progress toward those goals, and to **improve the effectiveness of your behaviors** over a period of time.

TIPS FOR RECEIVING FEEDBACK

DON'T

- Don't take it **personally**. Remember that they see your actions but interpret them through their own perceptual screen and life experiences.
- Don't become **defensive** or explain your behavior.
- Don't be afraid to **allow pauses** and periods of silence when you receive feedback. This gives you time to understand what is being said and it gives the other person time to think about what they say.
- Don't **make excuses** or try to explain your behavior.

COMMUNICATION

TRANSPARENCY

- People on virtual teams feel they are displaced or “out of the loop”
- This can lead to perceptions of being treated unfairly
- Uncertainty fuels anxiety and fear

CONSISTENCY



- Communicate regularly
- Develop team norms
- Surface and manage conflict quickly

STANDARDS

S

Situation

a concise statement of the problem

B

Background

pertinent and brief information related to the situation

A

Assessment

analysis and considerations of options — what you found/think

R

Recommendation

action requested/recommended — what you want

ROUNDING



BUILDING TRUST

- Do people look forward to coming to work?
- Do they feel valued?
- Are their voices heard?
- Do they feel supported?
- Is the environment perceived as fair and just?



S.M.A.R.T. GOALS



Focusing on a common goal with collective responsibility

-
- Goal setting is a powerful process for thinking about your ideal future, and for motivating yourself to turn your vision of this future into reality.
 - The physical act of writing down a goal makes it real and tangible.
 - S.M.A.R.T. goal writing is critical to successfully managing your teams and your own performance.

CHECK IN WITH PEOPLE

- Check egos at the door
- Create virtual office hours
- Foster a universal sense of belonging
- The stronger culture of safety that is created, the **lower the burnout rate**, and the **stronger the resilience** of your workforce.



Coaching a Growth Mindset



5 Questions to Develop a Growth Mindset

What did you learn from today's performance?



What steps did you take to make you successful today?



What are some different strategies you could have used?



How did you keep going when things got tough?



What can you learn from your opponent today?



5 Feedback Comments to Develop a Growth Mindset

This will be a challenging concept to learn, but I believe you can master it

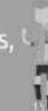


You haven't got it yet, but you will if you keep working and thinking about it

I really appreciated your effort today



It is okay to take risks, that's how we learn



Getting better takes time and I see you improving



7 C'S TO BUILD A WINNING TEAM

- Coaching
- Character
- Communication
- Commitment
- Contagious Energy
- Caring
- Consistency

“To build a strong team, you must see someone else's strength as a compliment to your weakness and not a threat to your position or authority.”—Christine Caine

EMPATHY

- Broadening our understanding
- Lean into those vulnerable moments
- Recognize the challenging circumstances that people face
- During these times of high stress, we need to pivot to meet the needs of our workforce

No matter how educated, talented, or rich you are, *how you treat people* ultimately tells all.

CULTURE OF SAFETY



- ❖ Your team is only as strong as your weakest hiker
 - What can YOU do to help raise them up?
- ❖ Widespread respect for colleagues contributions
 - We need to challenge ideas, not people
- ❖ Increase diversity of thought
 - What can we learn from others?
- ❖ Create an environment where challenges are welcomed
 - What are we missing?
 - What did we not consider?

QUESTIONS?

