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From Studebaker to Warp Speed: The Journey of Frontline Supervisors from Face to Face to Electronic Learning and Communication

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Comprehensive Exam Project Presentation

From Studebaker to Warp Speed: The Journey of Frontline Supervisors
from Face to Face to Electronic Learning and Communication

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Master's Program Leadership Education

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Introduction

Research exists that indicates there are effective methods for communicating and training via electronic methods (Scanlon & Woolferde, 2018).



Purpose of the Study

The purpose of the study is to develop a playbook for front-line supervisors and assistant supervisors to reference when sent information via electronic communications (email) on new initiatives.

Research Questions

The following question guided this study:

RQ1: What do front line supervisors and assistant supervisors need to have clarification on actions and responses to take to promote and lead new initiatives?



Research Methodology & Rationale

Methodology: The qualitative research design was utilized in this project.

Rationale: Qualitative research allows for specific results and findings to drive the outcomes for a conclusion relating to that field of study (Lochmiller & Lester, 2017).

With the lack of explicitly relatable studies from a historical perspective, the method is suitable as it can work through an iterative process that reacts specifically to the responses of the sample group as they are learned.



Project Stakeholders

- Vice Chair – Practice Operations
- Operations Administrator – Desk Operations
- Operations Managers and Coordinators
 - Desk Operations
 - Medical Administrative Support Operations
 - Office of Access Management
- Frontline Supervisors and Assistant Supervisors
 - Desk Operations
 - Medical Administrative Support Operations
 - Office of Access Management

Project Description

Supervisor Toolbox
Home » Supervisor Toolbox

^ **What is it?**
This playbook was developed to provide front-line supervisors and assistant supervisors within Practice Operations a tool to reference when needing to support their knowledge and understanding when tasked with promoting and supporting new initiatives. It will be supplemented with Supervisor Workshops that will allow additional clarification on the tool/topic and how it relates to their role at Mayo Clinic. Content for the playbook was gathered through a formal survey to that population and prioritized on frequency of request. Topics in the playbook focus on functionality, soft skills, and information to promote leadership.

v **How does it work?**
v **Why use it (what's in it for me)?**

Professional Development Content (Searchable)

Show 5 entries Search:

Title	Links	Category	Date Added (YYYY-MM-DD)	Tags
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Categories: ■ Leadership ■ Soft SKILLS ■ Functionality

What is it?

This playbook was developed to provide front-line supervisors and assistant supervisors within Practice Operations a tool to reference when needing to support their knowledge and understanding when tasked with promoting and supporting new initiatives. It will be supplemented with Supervisor Workshops that will allow additional clarification on the tool/topic and how it relates to their role at Mayo Clinic. Content for the playbook was gathered through a formal survey to that population and prioritized on frequency of request. Topics in the playbook focus on functionality, soft skills, and information to promote leadership.

How does it work?

The playbook is categorized into three main topics. Each section will house various items with information on what it is, how it can be used, and how it can/will change the current process and/or functionality in use. Links within the topic will take the user to formal training pages/information within the Mayo intranet as well as recordings of Supervisor Workshops that may have occurred. When applicable, it may reference content on the topic in another section (i.e. functionality that supports soft skills or leadership) to assist with better understanding of when and how to utilize.

Why use it (what's in it for me)?

Supervisors and assistants are at various levels of skillsets and understanding that may require little or greater understanding and interaction of tools referenced in electronic communications from leadership. They may also be unaware of how the use of functionality may assist with supporting discussions with leadership, staff, and project teams. There may be a desire for additional resources to allow for building of soft and leadership skills for career advancement or sustainability. The playbook will have compiled many of those resources in one location and allow for greater efficiency and awareness for the supervisory team.

Research Question 1 Findings

RQ1: What do front line supervisors and assistant supervisors need to have clarification on actions and responses to take to promote and lead new initiatives?

Themes: Functionality, Soft Skills, and Leadership

Data Collection Method:
Open Ended Response Survey

Data Analysis Method:
Prioritization of Survey Response Topics

Functionality

- Microsoft Office (Excel, Outlook, OneNote, Teams, etc.)
- Reporting (Epic, Tableau, etc.)
- Epic (EHR) Refreshers

Soft Skills

- Crucial Conversations
- Digital Communication
- Writing Effective Appraisals

Leadership

- Change Management
- Mentoring/Coaching
- Time Management (prioritization of practice/institutional initiatives)

Project Outcome Linked to Research

Project Outcome	Research
<p>A digital playbook with links directly to the content aligned with what frontline supervisors and assistant supervisors requested.</p>	<p>Scanlon & Woolferde, 2018 Frontline engagement focused transformation models are uniquely rare and implementing such an approach in a manner that achieves organization goals is a lofty challenge. This innovative model of change is one that can be replicated across organizations to yield tremendous outcomes in quality, care delivery, staff engagement, and professional development, while fostering leadership and change at the front line.</p>

Leadership Implications

Core Course

Leadership Implications

Systems Thinking

Fall 2021

Change Leadership

Utilization of the appropriate leadership power as well as change strategy is important when leading individuals within and outside your area of influence.

Communications

Frequent and motivational communication are excellent skills for the leader to have and continue to refine in order to initiate and execute not only projects but day to day operations.

References

Lochmiller, C. R., & Lester, J. N. (2017). *An introduction to educational research: Connecting methods to practice*. Los Angeles, CA: SAGE.

Scanlon, K., & Woolforde, L. (2016). Igniting Change Through an Empowered Frontline: A Unique Improvement Approach Centered on Staff Engagement, Empowerment, and Professional Development. *Nurse Leader*, 14(1), 38–46.
<https://doi.org/10.1016/j.mnl.2015.11.007>