

Heather McKissick Resilient Leaders Leverage Dynamic Integration

By Heather McKissick, I-CUDE

December 2023

00:00:14

So here we are. We are new leaders in our organizations, and we imagine a world where our organizations are dynamic. They are forces that effortlessly adapt to change. They anticipate our stakeholders and our members' needs and they thrive in the face of uncertainty, and there's a lot of uncertainty right now.

00:00:38

I've spoken about resilient leadership recently, and resilient leadership requires dynamic integration. So, what does it look like? Well, we all know the importance of the first factor, which is data-driven decision making. Data-driven decisions are obviously essential in understanding any of our stakeholders' behaviors or needs.

00:01:00

It's and it's often, but it's not always all about technology. We must highlight the role of technology when it comes to gathering and analyzing data for strategic insights. At CUES, we're partnering with Amazon Web Services, who is helping us with our personalization strategy.

00:01:20

For example, the MyCUES dashboard, which just won a nationwide award, is a mechanism to gather data and serve our members personalized options based on the data we get about them.

00:01:35

When you log into your MyCUES dashboard now, it will call you by name. It will serve up what you need based on your role in your organization and what you've told us about what you'd like to learn or do in the future. That's an example of technology enabling data-driven decisions and engagement with our membership.

00:01:57

But technology doesn't always have to be the center point for data-driven decision making. There are other additional ways that we can gather data as organization.

00:02:09

I heard a great story recently about a financial institution that gave their tellers a two-minute timer and that teller would engage with the person, the customer, the member at the point of sale for two minutes with some multiple-choice questions that could be answered during that transaction.

00:02:29

And after the shift is over, that person then takes their in the moment two-minute survey results and turns them into be aggregated with other results from across the organization. Another way to dive into this concept of dynamic integration is by focusing on questions and not answers.

00:02:49

We have to form cross-functional teams within our organizations to foster collaboration and adaptability. But more than that, these cross functional teams should not be only tasked with solving problems quickly. They should also be tasked with asking good questions, generating more questions, and helping us as new leaders—or long-time leaders looking to do something different. Understand the questions that are on the minds of the people who are powering the organization day in, day out. These kinds of key question teams can be a rich source of information.

00:03:28

These two things are critically important. The data-driven decision-making and the cross-functional teams that will help mine the organization for more questions and therefore better solutions are two critical components to driving member centric.

00:03:45

Innovation we all know as people-serving organizations that we must put members at the center of every innovation, every product, every service, every communication. We can't just make assumptions based on previous adoption or what works in another institution.

00:04:05

And these two ways—driving data both qualitative and quantitative that can inform our decisions and tapping into the deep wisdom within our organizations by asking great questions before we try to answer them together—make the difference when it comes to member centric design of products of services or interactions.

00:04:29

I hope that this has been helpful in some way. It's helpful to me to explore this idea about how do I, as a new leader, dynamically integrate myself into the organization so that we together can drive positive change. That is nothing but of service to the people that we serve. 00:04:50

If you'd like to reach out and talk more about this topic. Please do leave a comment. Send me an e-mail. I'm looking forward to discussing this concept of dynamic integration and resilient leadership with you.