



HFMA/NEHIA

2025 Compliance & Internal Audit Conference

Wednesday, December 3 - Friday, December 5, 2025
Mystic Marriott Hotel, Groton, CT

Professional Development and Effective Communication in the Era of Remote Work



December 5, 2025

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Learning Objectives

By the end of this session, participants will be able to:

1. Identify their personal communication style and recognize how it influences virtual collaboration.
2. Describe common barriers to effective communication in remote work environments.
3. Apply practical strategies to adapt their communication style for improved clarity and collaboration in virtual meetings, chats, and emails.

Discussion

What percentage of your daily communication is digital or virtual?

What have you personally gained from remote work?

What do you feel has been lost or become more difficult?

#POV
(Point Of View)

Digital Dominance

Over 80% of workplace communication is now through digital channels—email, messaging apps, video calls, and collaborative platforms.

Gains from Remote Work

- Increased flexibility and autonomy
- Access to a broader talent pool
- Reduced commute time
- Enhanced productivity for some roles



Losses in Remote Work

- Fewer spontaneous interactions and informal conversations
- Reduced non-verbal cues and emotional context
- Challenges in building trust and team cohesion
- Increased potential for miscommunication



Digital Communication

Effective digital communication starts with knowing your own style.

Understanding how you naturally communicate helps ensure your message is clear, even through screens.



Communication

In your own words...

Group Discussion

When others describe you, what do they say?



The Four Styles



Style 1 - Action

Style 2 - Process



Style 3 - People

Style 4 - Idea



Action

Content <i>People with this style talk about...</i>		Behavior <i>People with this style tend to be...</i>
Results	Responsibility	Pragmatic (down-to-earth)
Objectives	Feedback	Direct (to the point)
Performance	Experience	Impatient
Productivity	Challenges	Decisive
Efficiency	Achievements	Quick (jump from idea to action)
Moving ahead	Change	Energetic (challenge others)

Process

Content <i>People with this style talk about...</i>		Behavior <i>People with this style tend to be...</i>
Facts	Trying out	Systematic (step by step)
Procedures	Analysis	Logical (cause and effect)
Planning	Observations	Factual
Organizing	Proof	Verbose with details
Controlling	Details	Unemotional
Testing	What's first, then what?	Cautious
		Patient

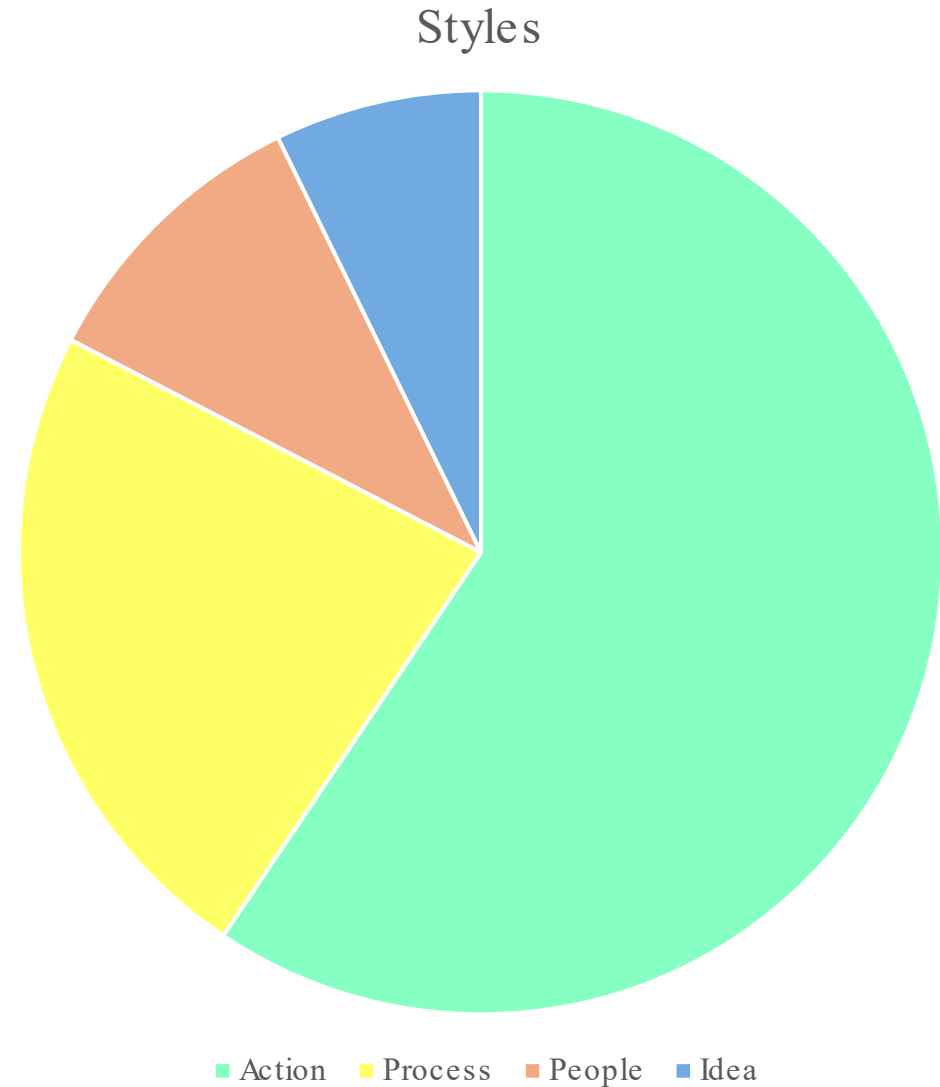
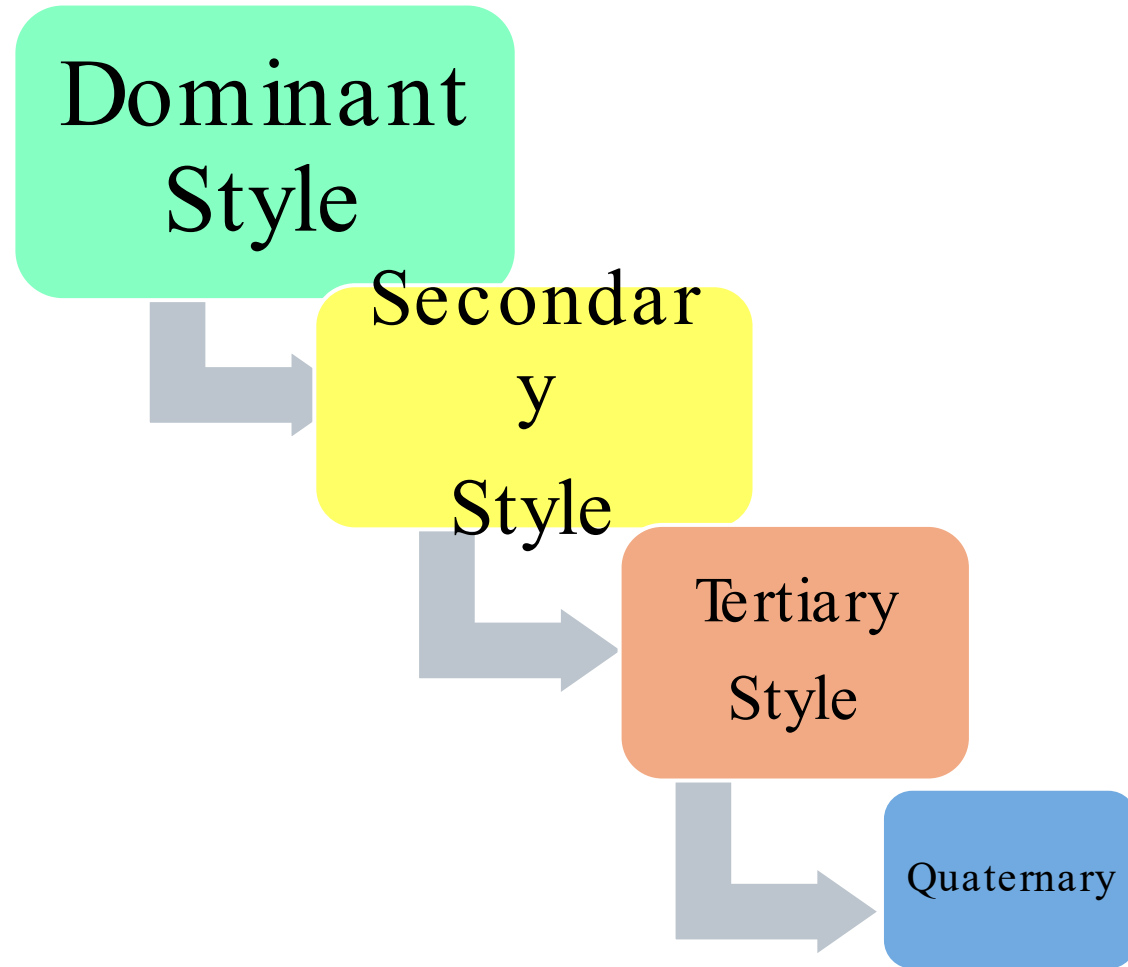
People

Content <i>People with this style talk about...</i>		Behavior <i>People with this style tend to be...</i>
People	Self-development	Spontaneous
Needs	Sensitivity	Empathetic
Motivation	Awareness	Warm
Teamwork	Co-operation	Subjective
Communications	Beliefs	Emotional
Feelings	Values	Perceptive
Team spirit	Expectations	Sensitive
Understanding	Relations	

Idea

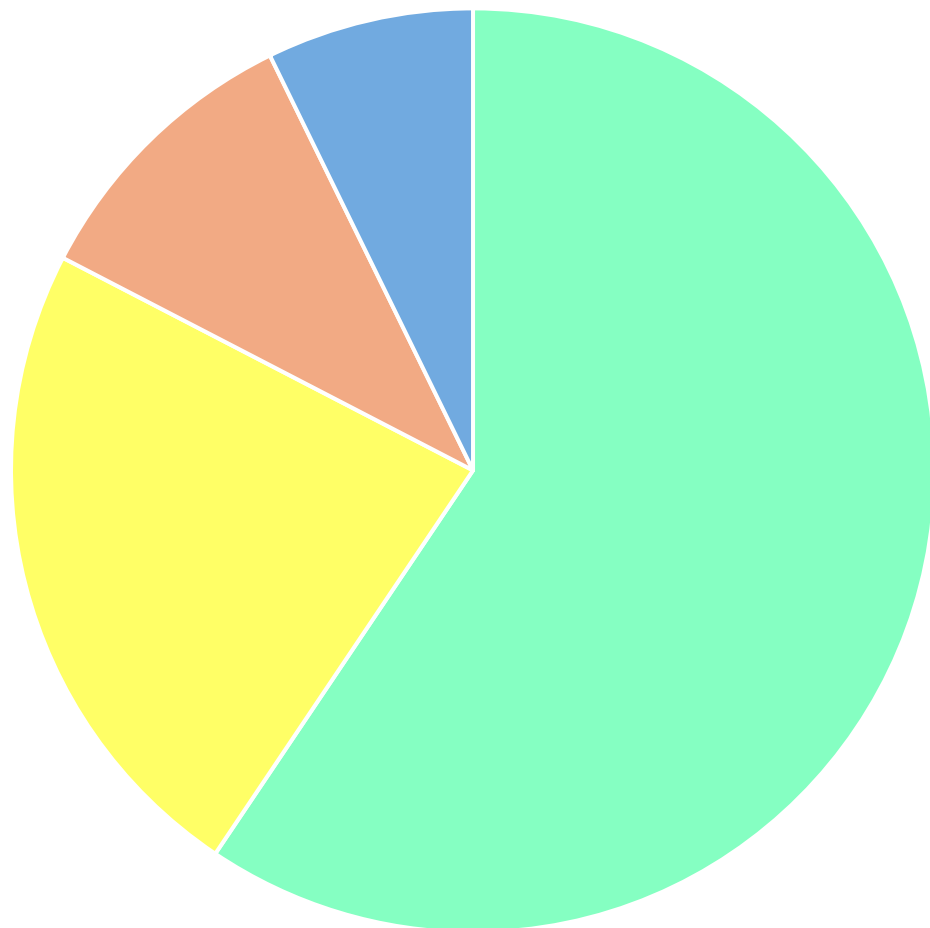
Content <i>People with this style talk about...</i>		Behavior <i>People with this style tend to be...</i>
Concepts Innovation Creativity Interdependence New ways New methods Grand designs Improvement	What's new in the field Potential Opportunities Possibilities Alternatives Issues Problems	Imaginative Charismatic Difficult to understand Unrealistic Creative Full of ideas Provocative

Ranking Order



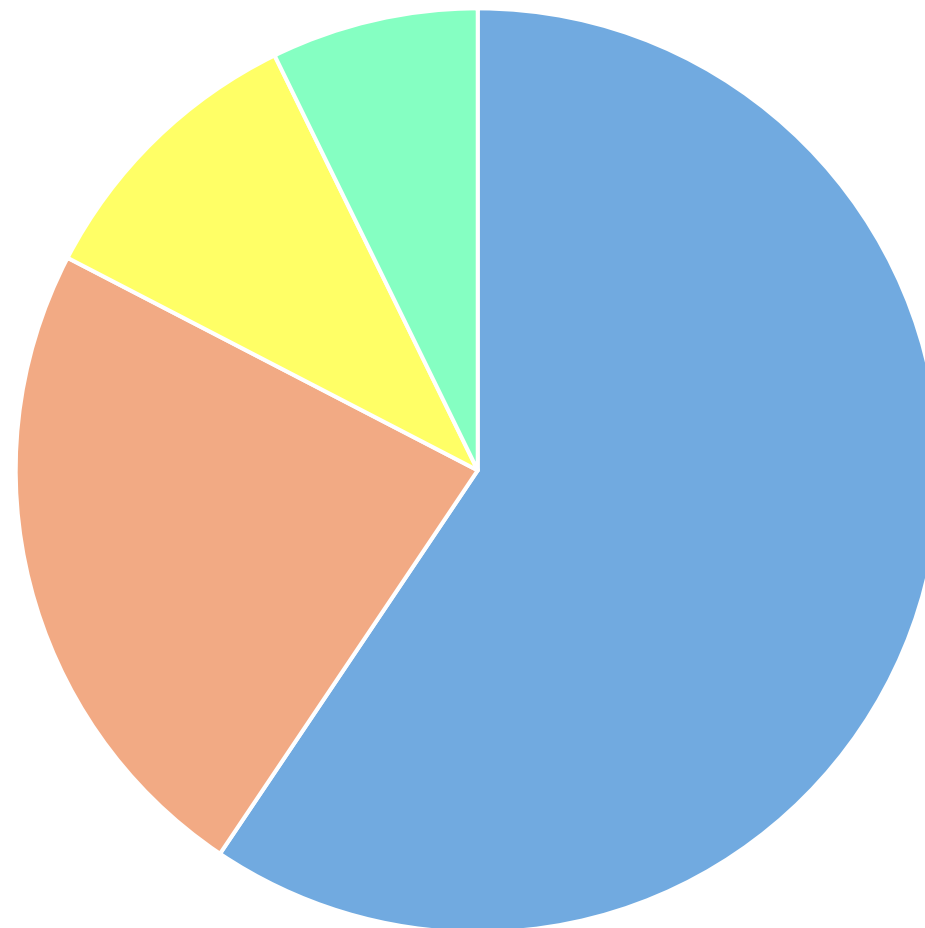
Style Differences

Styles



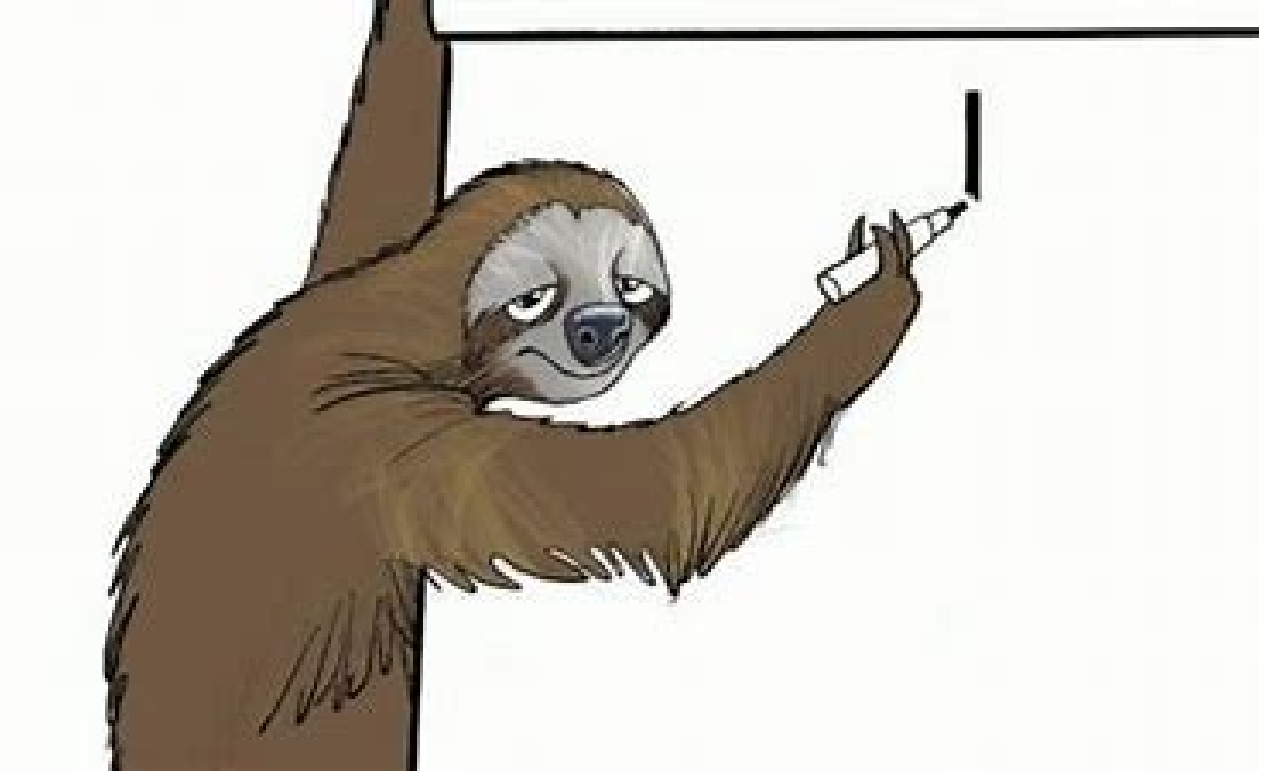
■ Action ■ Process ■ People ■ Idea

Styles



■ Action ■ Process ■ People ■ Idea

Style Differences



Understanding Styles

- ☐ Everybody demonstrates all four styles to some degree. True or False?
- ☐ A person's dominant style can change with new work, new role, different situations or even after some time passing. True or False?
- ☐ In a crisis or time of stress, people tend to fall back on their _____.
- ☐ An overused strength becomes a _____ (too much of a good thing!)
- ☐ If you know your profile, you can adapt your behavior to the situation and what style is needed at the time. True or False?
- ☐ If you are the only person of one style in a group, you may feel _____.

Style	Content <i>People with this style talk about...</i>		Behavior <i>People with this style tend to be...</i>
Action	Results Objectives Performance Productivity Efficiency Moving ahead	Responsibility Feedback Experience Challenges Achievements Change	Pragmatic (down-to-earth) Direct (to the point) Impatient Decisive Quick (jump from idea to action) Energetic (challenge others)
Process	Facts Procedures Planning Organizing Controlling Testing	Trying out Analysis Observations Proof Details What's first, then what?	Systematic (step by step) Logical (cause and effect) Factual Verbose with details Unemotional Cautious Patient
People	People Needs Motivation Teamwork Communications Feelings Team spirit Understanding	Self-development Sensitivity Awareness Co-operation Beliefs Values Expectations Relations	Spontaneous Empathetic Warm Subjective Emotional Perceptive Sensitive
Idea	Concepts Innovation Creativity Interdependence New ways New methods Grand designs	What's new in the field Potential Opportunities Possibilities Alternatives Issues Problems Improvement	Imaginative Charismatic Difficult to understand Unrealistic Creative Full of ideas Provocative

What do you know about your style?

Answer the following:

1. What are some positive characteristics of your communication style?
2. How might your approach limit the communication process?
3. How can others who have different communications styles work more effectively with you?

Action Oriented Style

- **Influence:** Focused on results, actionable work, and efficiency.
- **Strengths:** Drives momentum in meetings, keeps teams' goal-focused.
- **Challenges:** May overlook emotional tone or detailed context.
- **Tips for Collaboration:** Be direct, start with outcomes, and avoid unnecessary details.

Process Oriented Style

- **Influence:** Values structure, logic, and thoroughness.
- **Strengths:** Ensures clarity, consistency, and well-documented plans.
- **Challenges:** Can slow collaboration with over-analysis or excessive detail.
- **Tips for Collaboration:** Provide organized agendas, timelines, and step-by-step breakdowns

People Oriented Style

- **Influence:** Prioritizes relationships, empathy, and team dynamics.
- **Strengths:** Builds trust, morale, and emotional connection.
- **Challenges:** May avoid conflict or delay decisions to preserve harmony.
- **Tips for Collaboration:** Allow time for personal check-ins, express appreciation, and foster inclusivity.

Idea Oriented Style

Influence: Driven by creativity, innovation, and big-picture thinking.

Strengths: Inspires new approaches and visionary solutions.

Challenges: May struggle with focus, timelines, or practical constraints.

Tips for Collaboration: Encourage brainstorming, connect ideas to goals, and provide structure for follow-through.

Adjusting to the other styles...

When communicating with an action-oriented person :

- Focus on the result first; state the conclusion at the outset
- State your best recommendation; do not offer many alternatives
- Be as brief as possible
- Emphasize the practicality of your ideas
- Use visual aids

When communicating with a process-oriented person :

- Be precise and state the facts
- Organize your discussion in a logical order, e.g. background, present situation, outcome
- Break down your recommendations
- Include options and alternatives with pros and cons
- Not rush your communication
- Outline your proposal

When communicating with a people-oriented person :

- Allow for small talk and delay starting your discussion
- Stress the relationship between your proposal and the people concerned
- Show how the idea worked well in the past
- Indicate support from well-respected people
- Use an informal writing style

When communicating with an idea-oriented person :

- Allow enough time for discussion.
- Be patient when he or she goes off on a tangent.
- Try to relate the discussed topic to a broader concept or idea.
- Stress the uniqueness of the idea or topic at hand.
- Emphasize future value or relate the impact of the idea to the future
- If writing, try to stress the key concepts that underlie your recommendation at the outset. Start with an overall statement and work toward the particulars

Barriers to Effective Remote Communication

Lack of Spontaneous Interactions

Example: Missing quick hallway chats that clarify misunderstandings or build rapport.

Reduced Non-Verbal Cues

Example: A message meant to be humorous is taken as criticism due to lack of tone or facial expression.

Trust and Team Cohesion Challenges

Example: Remote team members feel isolated, leading to misaligned goals or duplicated efforts.

Increased Risk of Miscommunication

Example: A brief email like “We need to talk” causes anxiety due to lack of context or tone.

Practical Strategies for Virtual Communication

The communication toolbox

1. Virtual Meetings
2. Chats & Messaging
3. Emails
4. Collaborative platforms



Virtual Meetings

Prepare & Share Agenda: Send a clear agenda in advance to set expectations.

Use Visual Cues: Turn on video during meetings when possible, to enhance visual communication. Share slides or visuals to reinforce key points.

Check for Understanding: Ask open-ended questions and confirm agreement

Adapt to Styles:

- Action-oriented: Start with outcomes and decisions.
- Process-oriented: Provide structure and logical flow.
- People-oriented: Allow time for rapport and acknowledgment.
- Idea-oriented: Invite brainstorming and future-focused discussion.

Chats & Messaging

Use for casual conversation to mimic hallway interactions.

Be Concise but Clear: Use short sentences, bullet points, and avoid jargon.

Signal Tone: Use emojis or clarifying phrases to convey intent (e.g., “Just a quick update 😊”).

Avoid Ambiguity: Confirm deadlines, responsibilities, and next steps explicitly.

Match Style:

- Action: Direct and result-focused.
- Process: Include details and references.
- People: Add personal touch and appreciation.
- Idea: Share concepts and invite input.

Emails

Structure for Clarity:

Subject line = purpose;

body = context, action items, deadlines. Be clear and specific

Highlight Key Points: Use bold or numbered/bulleted lists for important details.

Adapt for style:

- Action: Start with recommendations.
- Process: Provide background and rationale.
- People: Express empathy and collaboration.
- Idea: Emphasize innovation and possibilities.

Collaborative Platforms

- Choose the right platform (Teams, Slack, SharePoint, Trello, Asana, MURAL)
- Organize workspaces
 - Channels, boards, naming conventions
- Leverage tools in the platform
 - @mentions, pins, tasks
- Collaborate in real-time
- Integrate tools
- Maintain Etiquette
 - Notifications, tagging, archiving

Summary

To thrive in remote environments, we must be intentional about how we communicate—leveraging our strengths, adapting to others' styles, and using the right tools to foster clarity, empathy, and connection.



Action Plan

<p>What one thing have you learned that you will put into action immediately?</p>	<p>What will be your biggest barriers to making change?</p>
<p>What one thing will you stop doing because of what you learned today?</p>	<p>How will you address these barriers?</p>

QUESTIONS

