# Improving Remote Leadership on PT. XYZ Business Development Expansion Team

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**ABSTRACT:** This study analyzes and enhances the effectiveness of remote leadership within PT. XYZ's Business Development Expansion team, crucial to the company's growth. Despite PT. XYZ's expansion beyond Jabodetabek, the remotely managed business development team's performance has lagged compared to the directly managed Jabodetabek team. Using the DMAIC framework, this research identifies and addresses inefficiencies in remote leadership. Data was collected through interviews and company documents, employing methods such as fishbone analysis and the 5 Whys technique. Key findings indicate issues in leadership and management, tools and technology, and skills and impact. Problems include the absence of Standard Operating Procedures (SOPs), lack of Key Performance Indicators (KPIs), poor integration with support divisions, centralized data management, complex products, inadequate training, and lack of an integrated system for remote operations. The study recommends creating comprehensive SOPs, establishing specific KPIs, improving communication with support departments, decentralizing data management, simplifying product offerings, conducting regular training, and implementing an integrated management system to enhance remote leadership practices.

**KEYWORDS:** Business Development, Expansion Team, Leadership Strategies, Performance Improvement, Remote Leadership.

## INTRODUCTION

Remote leadership, involving challenges like physical separation and reliance on technology, has become essential, especially after the COVID-19 pandemic. PT. XYZ, an Indonesian property technology company, faces remote leadership challenges in its business development expansion team, which performs less effectively than the directly managed Jabodetabek team. The company, founded in 2019, operates in the co-living space market, expanding beyond Jabodetabek in 2022 to cities like Bandung, Surabaya, and Bali. The business development team's role is crucial for acquiring properties and maintaining client relations, with performance measured by monthly room acquisitions. The expansion team's lower performance, compared to the Jabodetabek team, highlights the need to improve remote leadership practices. The research aims to identify why remote leadership is less effective at PT. XYZ, determine the best practices for remote leadership, and provide recommendations for improvement. The study focuses on the Business Development Expansion team and the Area Manager Expansion, using qualitative methods to explore challenges and strategies. Limitations include the company-specific focus, data availability, and time constraints. This research seeks to enhance remote leadership to boost the expansion team's performance and align it with the success of the Jabodetabek team.

## LITERATURE REVIEW

This study delves into the theoretical and empirical foundations of remote leadership, emphasizing key concepts, past studies, and models that inform the research. The literature foundation examines various facets of leadership, remote work, and the integration of technology in managing remote teams. It begins by exploring fundamental leadership theories, highlighting transformational and transactional leadership styles, and their implications in remote settings (Bass & Riggio, 2006; Liper, 2013). Remote work's advantages and challenges are discussed, emphasizing the need for leadership adaptations in virtual environments (Kirsch & Javalgi, 2013; Caton, 2013). Effective remote leadership is defined by several researchers, focusing on the integration of ICT and the development of specific skills (Liu et al., 2020; Romans et al., 2019). Best practices in remote leadership include the selection of capable team members, strong engagement from the outset, and a supportive, transformational leadership style (Ocker et al., 2011; Purvanova & Bono, 2009). Empirical findings indicate the complexity of managing geographically dispersed teams, emphasizing the importance of structure, communication, and cultural understanding in virtual team success (Bell & Kozlowski, 2002; Kayworth

& Leidner, 2002). The remote leadership model, consisting of leadership and management, tools and technology, and skill and impact, underscores the multi-faceted nature of leading remote teams effectively (Eikenberry & Turmel, 2018).
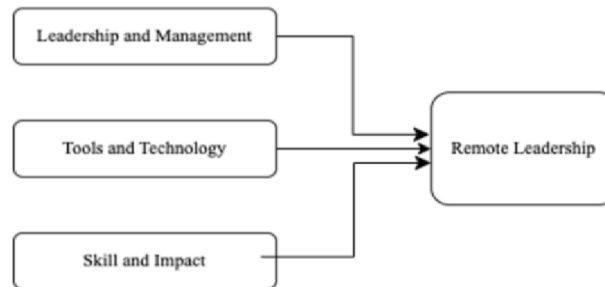


**Figure 1. Remote Leadership Model Adapted from The Long-Distance Leader: Rules for Remarkable Remote Leadership by Kevin Eikenberry, Wayne Turmel, 2018**

The DMAIC framework, utilized to guide process improvement projects, is detailed through its five phases: Define, Measure, Analyze, Improve, and Control (Pande et al., 2000). Each phase involves specific tasks such as problem identification, data collection, hypothesis testing, solution development, and process control. Fishbone analysis and the 5 Whys technique are employed to identify root causes of issues in remote leadership (Sun et al., 2022; Gangidi, 2019). Fishbone analysis visually maps potential causes, while the 5 Whys technique iteratively questions the reasons behind a problem to uncover its fundamental causes (Dogget, 2005). This combined approach aims to provide a comprehensive understanding of the factors affecting remote leadership at PT. XYZ, enabling the development of targeted improvement strategies. The literature review serves to connect the study with existing research, identify gaps, and establish a robust scholarly foundation for analyzing and enhancing remote leadership practices (vom Brocke et al., 2009; Paré et al., 2015).

## METHODOLOGY

Remote leadership, involving challenges like physical separation and reliance on technology, has become essential, especially after the COVID-19 pandemic. PT. XYZ, an Indonesian property technology company, faces remote leadership challenges in its business development expansion team, which performs less effectively than the directly managed Jabodetabek team. The company, founded in 2019, operates in the co-living space market, expanding beyond Jabodetabek in 2022 to cities like Bandung, Surabaya, and Bali. The business development team's role is crucial for acquiring properties and maintaining client relations, with performance measured by monthly room acquisitions. The expansion team's lower performance, compared to the Jabodetabek team, highlights the need to improve remote leadership practices. The research aims to identify why remote leadership is less effective at PT. XYZ, determine the best practices for remote leadership, and provide recommendations for improvement. The study focuses on the Business Development Expansion team and the Area Manager Expansion, using qualitative methods to explore challenges and strategies. Limitations include the company-specific focus, data availability, and time constraints. This research seeks to enhance remote leadership to boost the expansion team's performance and align it with the success of the Jabodetabek team.

## RESULT AND DISCUSSION
### 1. DMAIC RESULT
#### a. Define

The primary issue identified is the significantly lower performance of PT. XYZ's remotely-led Business Development Expansion team compared to the directly-led Jabodetabek team, specifically in room acquisition numbers. This discrepancy impacts the company's growth since the number of rooms acquired directly influences revenue and investor interest. Therefore, improving remote leadership practices is crucial to enhancing the expansion team's performance to match or exceed that of the Jabodetabek team

#### b. Measure

The study aims to improve the remote leadership system so the Business Development Expansion team can achieve 100% of their room acquisition targets. This goal is vital for the company's growth and ability to attract investors, as the current

performance of the expansion team is 14.4% lower than the Jabodetabek team. In 2023, the Jabodetabek team acquired 5,744 rooms, while the Expansion team only acquired 4,917 rooms, significantly below the target of 6,500 rooms.

**c.   Analyze**

The Analyze phase focuses on identifying the factors affecting remote leadership at PT. XYZ. Interviews with team members and leaders, combined with the 5 Whys technique, were used to create a fishbone diagram, identifying root causes of the performance gap between the expansion and Jabodetabek teams.
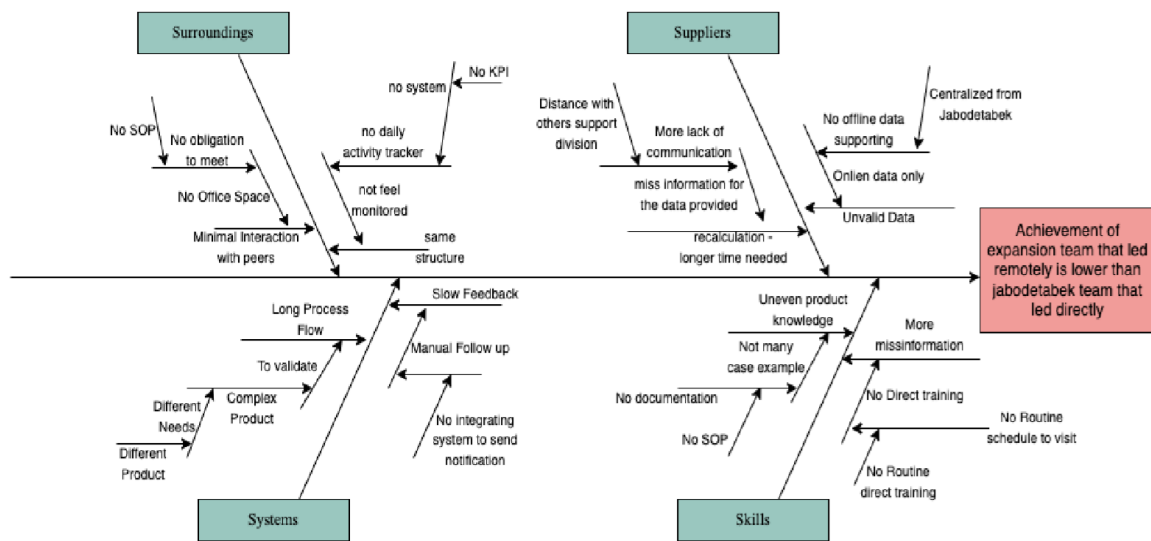


**Figure 2. Fishbone + 5 Why Diagram**

**Root Cause Analysis Findings**

• **No SOP**

  **Uneven Product Knowledge**

  The lack of standardized documentation leads to inconsistent product knowledge among team members, affecting their ability to negotiate effectively with landlords.

  **Minimal Interaction with Peers**

  The absence of SOPs and no office space reduces opportunities for peer interaction and knowledge sharing, essential for team cohesion and learning.

• **No KPI**

  The absence of detailed KPIs results in inadequate tracking of daily activities and performance, leading to a lack of accountability and productivity among team members.

• **Distant with Other Support Division**

  Physical and social distance from support divisions causes communication delays and inefficiencies, hindering timely support and collaboration.

• **Centralized Data**

  Reliance on centralized data leads to inaccurate information and delays in negotiations, as the data does not always reflect the current market conditions in expansion areas.

• **Product Complexity**

  Customized offerings increase validation and negotiation time, complicating the process and causing delays in securing deals with landlords.

• **No Routine Direct Training**

  The lack of consistent, hands-on training results in incomplete product knowledge, leading to miscommunication and errors when interacting with clients.

- **No Integrated System**

  Manual follow-ups and the lack of automated notifications slow down processes and reduce efficiency, impacting the team's ability to respond promptly to market opportunities.

d. **Improve**

The improvement phase involves recommending business solutions based on interview insights and literature review to address the identified root causes.

- **Leadership and Management Improvement**

  To enhance leadership and management practices, PT. XYZ should implement comprehensive SOPs to ensure consistent product knowledge and peer interaction. Detailed KPIs should be established to monitor daily activities and performance. Regular virtual meetings should be scheduled to improve communication with support divisions. Additionally, decentralizing data management will ensure accurate and timely information for negotiations.

  **Skill and Impact Improvement**

  Standardizing product offerings and conducting regular training sessions will help team members better understand and manage the product's complexities. Streamlined communication methods, such as videos, brochures, and pitch decks, will effectively convey product information to clients. Regular training will ensure that all team members are well-prepared to handle diverse client needs and market conditions.

- **Tools and Technology Improvement**

  Standardizing product offerings and conducting regular training sessions will help team members better understand and manage the product's complexities. Streamlined communication methods, such as videos, brochures, and pitch decks, will effectively convey product information to clients. Regular training will ensure that all team members are well-prepared to handle diverse client needs and market conditions.

e. **Control**

The Control phase ensures the long-term viability of the improvements. Continuous monitoring using KPIs, regular review meetings, ongoing training programs, and a Quality Management System (QMS) will sustain and enhance the remote leadership practices at PT. XYZ. This approach will foster a culture of continuous improvement, ensuring that the Business Development Expansion team remains efficient and productive in achieving their targets.

## 2. THEORETICAL FINDINGS

The theoretical findings in this study identify the root causes affecting the remote leadership effectiveness at PT. XYZ and categorize them according to the variables of an ideal remote leadership model. The model comprises three main variables: Leadership and Management, Tools and Technology, and Skill and Impact. These variables provide a framework for analyzing and addressing the issues faced by the Business Development Expansion team. The root causes and their corresponding model variables are summarized in the following table.

**Table 1. Root Cause and Model's Variable Category**

| No. | Root Cause | Model's Variable Category |
|---|---|---|
| 1 | No SOP | Leadership and Management |
| 2 | No KPI | Leadership and Management |
| 3 | Distant with others support division | Leadership and Management |
| 4 | Centralized Data | Leadership and Management |
| 5 | Product Complexity | Skill and Impact |
| 6 | No routine direct training | Skill and Impact |
| 7 | No integrated system | Tools and Technology |

a. **No SOP**

Standard Operating Procedures (SOPs) are essential for consistent and effective operations. They provide detailed guidelines and instructions that ensure all team members have a clear understanding of their roles and responsibilities (Budiharjo, 2014). The absence of SOPs can lead to inconsistencies in knowledge and practice across the team.

- **Uneven Product Knowledge**

  Without SOPs, there can be significant variations in product knowledge among team members. SOPs ensure equal access to information, which helps in maintaining consistent understanding and application of product details (Zairi, 1997).

- **Minimal Interaction with Peers**

  SOPs can also facilitate routine peer interactions by scheduling regular online meetings and collaborative projects. These interactions are crucial for fostering a sense of community and mutual support among remote team members (Duarte & Snyder, 2006).

b. **No KPI**

Key Performance Indicators (KPIs) are critical for monitoring and managing team performance. They provide measurable targets that help in tracking progress and identifying areas for improvement. Without KPIs, it is challenging to maintain accountability and ensure that team activities align with organizational goals (Parmenter, 2015).

c. **Distant with Other Support Division**

Effective communication and coordination with support divisions are vital for the seamless operation of remote teams. Regular virtual meetings and informal communication channels can enhance collaboration and ensure that all team members are aligned (Gibson & Cohen, 2013).

d. **Centralized Data**

Decentralized data management is crucial for remote teams. Access to accurate, up-to-date information is essential for informed decision-making and efficient operations. Centralized data systems can lead to delays and inefficiencies (Sarker, Sarker, & Valacich, 2010).

e. **Product Complexity**

Managing product complexity requires comprehensive training and continuous learning opportunities. Training programs should cover all aspects of the product to ensure team members are well-equipped to handle complex offerings (Salas, Tannenbaum, Kraiger, & Smith-Jentsch, 2012).

f. **No Routine Direct Training**

Regular and direct training sessions are crucial for maintaining product knowledge and ensuring accurate communication with clients. Continuous training helps team members stay updated and improves their ability to handle their tasks effectively (Noe & Kodwani, 2018).

g. **No Integrated System**

An integrated system is essential for efficient communication, data sharing, and task management across remote teams. Such systems help streamline workflows and ensure that all team members have access to up-to-date information (Sarker, Sarker, & Valacich, 2010).

## METHODOLOGY

This research validates the optimal framework of remote leadership, which includes Leadership & Management, Tools & Technology, and Skill & Impact, as stated by Eikenberry and Turmel (2018). It details key factors such as Standard Operating Procedures (SOPs), Key Performance Indicators (KPIs), departmental support, decentralized data administration, product complexity, training, and integrated systems. The findings highlight the necessity for PT. XYZ to enhance its remote leadership strategies to improve the effectiveness of its Business Development Expansion team. Emphasizing the importance of standardized procedures, comprehensive performance indicators, efficient communication channels, ongoing training programs, and integrated systems, the research provides tailored recommendations for PT. XYZ. These suggestions aim to implement best practices and ideal models to optimize remote leadership. By consolidating theoretical insights with practical applications, this study offers a comprehensive guide to improving remote leadership, ensuring that the Business Development Expansion team operates efficiently

and meets its objectives. The objective is to provide actionable recommendations that align with the best practices in remote leadership, enhancing PT. XYZ's overall performance and addressing specific challenges identified in the research.

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