

# SUCCESSFUL MANAGEMENT IN THE VIRTUAL OFFICE



BRUCE MCGRAW

BERNIE KELLY

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UNIVERSITY OF MARYLAND, UNIVERSITY COLLEGE  
COLLEGE PARK, MARYLAND

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# INTRODUCTION

This guidebook was jointly developed by Bernie Kelly and Bruce McGraw in order to fulfill the requirements for the Executive Technology Management Masters degree program. The guidebook deals with the general management issues associated with the virtual office and telecommuting. The guidebook attempts to offer solutions to the most common management challenges brought about by telecommuting.

The solutions proposed in the document were compiled from industry and academic information published in paper or electronic form. Those solutions were then validated by a survey (see Appendix A) which was sent to 52 managers.

We received a total of 28 surveys from the target managers. Approximately 50% of our respondents were from Bell Atlantic, the sponsoring corporation. As a result, 71% of the respondents were from large companies with greater than 1,000 employees.

Our goal was to obtain input in the survey from mature managers, which was accomplished. Seventy percent of respondents have more than ten years experience as a manager. The breakdown of years managing telecommuters, as shown in Table 8, was much more evenly distributed between 1 to 3 years and greater than 3 years.

Less than 1 year	11%
1 to 3 years	46%
More than 3 years	43%

Each participant selected up to two solutions by placing a number beside their choice. They used a "1" to indicate their first choice and a "2" to indicate their second choice. A statistically-weighted average was used to identify preferences. All "1" responses were assigned a value of ten points; all "2" responses were assigned a value of six points. The values for first and second choices were totaled to reveal a weighted average and a preference for each solution. Preferences for the top solutions are discussed and explained in this guidebook, along with an analysis of each problem.

## Context

As more companies build "Shamrock" corporations (Spigai 1994) in order to compete successfully in the 90's, new management challenges must be addressed. According to Spigai, the shamrock concept is an organizational paradigm of using full-time, temporary, contract, part-time, freelance and highly flexible employees in a diverse organizational structure. This organizational paradigm is fueling a strategy known as the "virtual office".

Technology has solved many of the problems that were barriers to having a flexible and dispersed workforce and has driven a new paradigm referred to as the "telecomputing or telecommuting" employee. Hoping for lower costs and higher productivity, increasing numbers of employers are abandoning office space and handing employees and contract workers laptop computers, portable phones and beepers with instructions to work from their cars, homes, or customers' offices. This approach, once limited to vendors of high-tech equipment, is being adopted by many leading corporations as well as small businesses (Schellenberg 1994). As a result, an estimated 2.6 million workers are being thrust into this new virtual office reality (King 1994).

Virtual teams are now a benefit and a necessity for companies. Brought about by the global nature of marketplaces, these teams must complete projects quickly in order to bring new

products to these global markets, and this requires tapping the best brains for those projects regardless of their geographic location (Geber 1995) .

## Management

The biggest challenge in analyzing the management problems was to organize managerial work into some framework or schema in which problems could be sorted. A search of traditional management models was helpful in putting a framework together for focusing the problems found in the literature.

Using the framework established by the work of Richard Boyatzis (Boyatzis 1982) , a basic schema for management can be developed. This framework is represented by five functions: planning, organizing, controlling, motivating, and coordinating. Building on this framework, we utilized material from more modern management texts (Mainiero & Tromley, 1989; Schermerhorn et al., 1991) to develop a model which depicts management functions organized into specific attributes.

We conducted a literature search to identify currently accepted management practices, techniques utilized by existing management, and related telecommuting data. We included literature on leadership practices in the search in order to gain a current perspective on management techniques and the revolutionary thinking in businesses of the 90's. (Bennis & Nanus, 1986; Biehl, 1989; Peters, 1987; Quick, 1992) These attributes were then synthesized and merged into the schema shown in Figure 1.

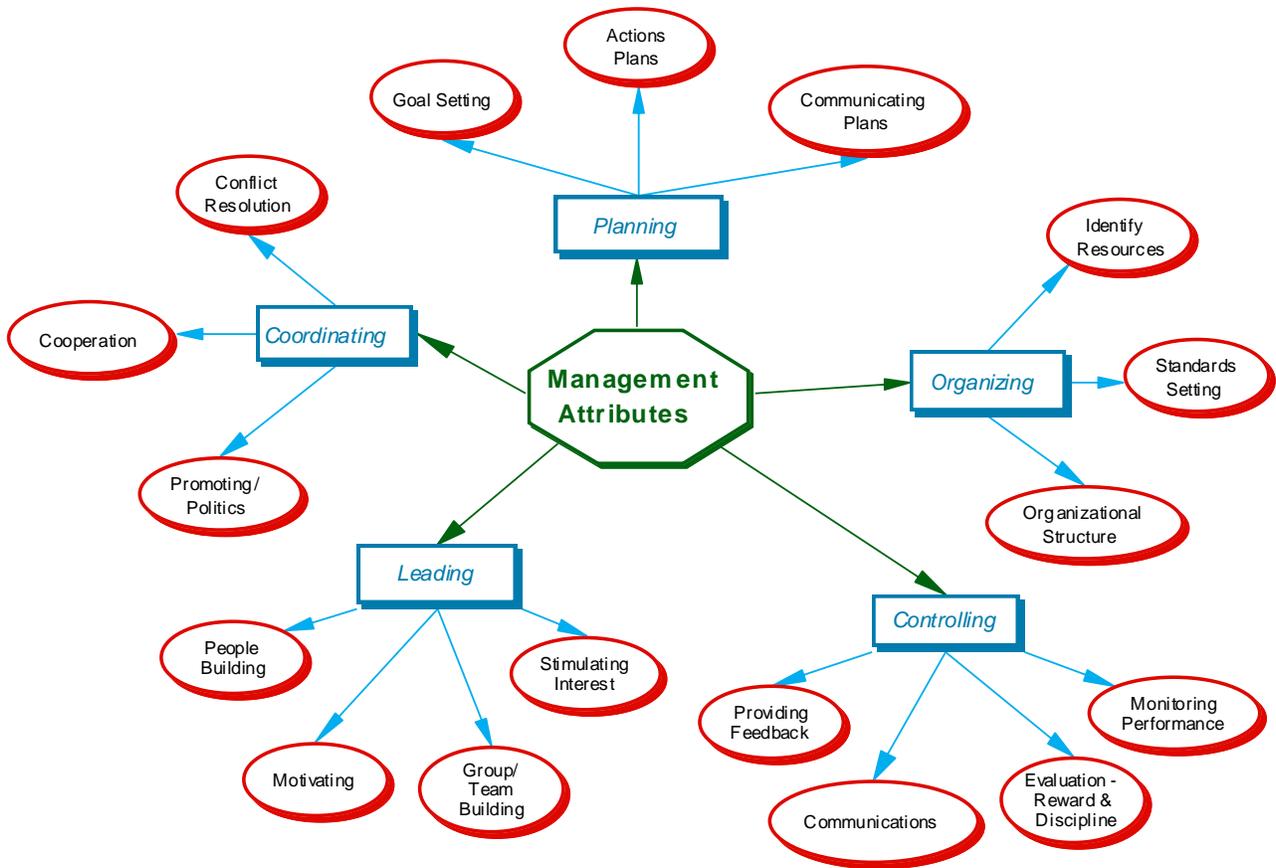


Figure 1 - Management Attributes.

This schema was used to identify the common problems in virtual office environments, as well as the solutions that have been implemented. This guidebook is organized according to the five functional areas that comprise good management.

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## GENERAL

The following characteristics related to the virtual office are of a general nature and express manager's opinions on several broad topics. They are overall opinions that can be used for management guidance that can be applied to successfully managing in this new flexible workplace.

### Managerial skills

Managers were asked to identify which attribute of management they considered most important when managing telecommuters. Over 50% of these managers identified adequate planning skills as a critical requirement to achieve success in this environment.

The second critical skill identified by these managers was leading. This skill was seen as the ability to motivate, facilitate, and inspire telecommuters as effectively as if they were traditional office workers. Additionally, this skill is necessary to build effective teams, which include telecommuters.

- |          |   |
|----------|---|
| <b>1</b> | <b>Planning: Goal setting, action planning, and distributing plans</b>                                      |
| 2        | Organizing: Identifying resources, setting standards, and structuring the organization                      |
| 3        | Controlling: Monitoring performance, providing feedback, evaluating work, and facilitating communication    |
| 4        | Leading: Motivating, developing people, team building, and stimulating interest                             |
| 5        | Coordinating: Fostering cooperation, promoting, managing the political environment, and resolving conflicts |

### Traits of successful telecommuters (3.5)

When evaluating potential telecommuting opportunities, a manager must give careful consideration to which traits are most important to ensure success as a telecommuter. Similar to the fact that not all jobs are suited for telecommuting, the same is true for people. Certain characteristics and personalities are better suited to working alone for extended periods from a remote location. Managers must consider many factors when attempting to make their decision regarding an individual's potential to be a successful telecommuter.

Many of the traits that a manager might look for include:

- |          |   |
|----------|---|
| 1        | Flexibility                                   |
| 2        | Strong organization skills                    |
| 3        | Strong communications skills                  |
| 4        | Low need for social interaction               |
| 5        | Team player                                   |
| <b>6</b> | <b>Self-motivated</b>                         |
| <b>7</b> | <b>High level of job knowledge and skills</b> |
| 8        | Enjoys responsibility and empowerment         |
| 9        | Trustworthy and reliable                      |

Managers place the most emphasis on two factors when determining if an employee will likely be a successful telecommuter: self motivation and a high level of job knowledge and skills. They consider these factors to be almost equally important. While both of these traits are important characteristics of almost all high performers, these factors are ones that a manager has much less control over in a telecommuting environment. The manager cannot easily assess the employee's motivation level nor can he or she easily assist with problems related to a lack of knowledge or skills when the telecommuter is not in the office. In addition, access to co-workers for assistance and morale support is significantly reduced when the employee is telecommuting. For these reasons, telecommuter managers rank these traits extremely important when selecting candidates for telecommuting positions.

## **Themes for telecommuting (5.6)**

Given the following statements applicable to the work environment, corporate culture and strategic vision that places a higher emphasis on the achievement of goals, rather than the specific methods used to accomplish them, was deemed to be most applicable to telecommuting by two-thirds of the managers.

- |          |  |
|----------|--|
| 1        | Pride in what one does is the <i>most</i> powerful of all rewards.   |
| 2        | Telecommuters need intellectual and emotional stimulation; the telecommuting environment is key to making that happen.                                     |
| 3        | The new security is not employment security but <i>employability</i> security(i.e., the ability to find new jobs if laid off).                             |
| <b>4</b> | <b>The corporate culture and strategic vision place a higher emphasis on achievement of the goal, rather than the specific methods used to achieve it.</b> |

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# PLANNING

The Planning attribute of management consists of three primary areas: goal setting, people building and standards setting. It requires a manager to establish the mission and goals of the organization and the “roadmap” to be followed to ensure success. In the virtual office environment, additional factors need to be considered to assure that the telecommuters are equipped to contribute to the overall success of the organization.

## Setting performance objectives for telecommuters (2.1)

A successful manager must ensure that their people are aware and knowledgeable of the organization goals and objectives. Perhaps more importantly, the manager must be certain that the employees understand what is expected of each of them to help the team achieve success. In the traditional office setting, managers can utilize numerous processes for setting performance objectives with employees. Some of these require face-to-face contact and the ability to actually *see* the work in order to monitor progress. With informal and direct contact limited in the virtual office, some management techniques may be better suited to accomplish this task.

The manager can use any of several suggested approaches for setting objectives with employees. The table lists five potential approaches which managers of telecommuters can use.

- |   |   |
|---|---|
| 1 | Management by Objectives (MBO), utilizing milestones and regular review sessions.   |
| 2 | <b>Frequent and ongoing communications to establish priorities and goals.</b>   |
| 3 | Empowering the telecommuter to establish objectives and measure their own progress toward completion.                                   |
| 4 | An itemized list of expected results - weekly, monthly, quarterly.  |
| 5 | A formal telecommuting agreement, signed by the employee and telecommuter, that defines expectations, performance standards, and tasks. |

Managers of telecommuters feel a strong need to maintain frequent and ongoing communications with their employees to ensure that they are aligned with the organizational mission and goals. This technique allows the manager and employee to identify and gain consensus on the priorities to be assigned to the work tasks. It ensures that as situations change in the workplace, performance objectives can be modified accordingly to remain focused on the critical work activities.

In addition, managers feel strongly that telecommuters must be empowered to establish and monitor their performance objectives. Employees who are aware of the overall direction of the organization are often in the best position to identify how they can best contribute to the success of the organization. Managers of telecommuters who empower their employees to fully participate in the establishment of their objectives and provide them with the ability to monitor their progress toward achievement of their goals realize the greatest payback from each individual in the work group.

The Official Handbook of the American Telecommuting Association (1993) entitled *Eliminate Your Commute* offers some practical advice for managers of telecommuters. The author, Robert Moskowitz, suggests that with a little advance planning, managing telecommuters can be easier and more effective than managing employees who report to the office for work each day. Basic strategies that he suggests for the manager to use include clearly identifying and communicating what the telecommuter is expected to accomplish by discussing each project and their specific contribution. To avoid any delays receiving input or producing deliverables, the manager and employee must agree on critical deadlines. Moskowitz suggests backing up these meetings and conversations with memos or written assignments to verify that agreements have been reached. On a regular basis, these work plans should be reviewed and revised to reflect changing conditions and priorities. He suggests that these review sessions be scheduled well in advance and that they occur at least monthly. The manager must make it clear to the telecommuter that he or she is expected to be prepared to discuss the relevant assignments at that time and that excuses will not be tolerated.

## **Providing support and equipment for telecommuters (2.2)**

Managers of telecommuters have a broad range of options available in establishing and maintaining office equipment for their telecommuters. Often, the options are established on a company-wide basis. However, there is usually some latitude provided to the individual managers to ensure that the telecommuter receives the proper level of support. Consideration must be given to the financial resources available, the need for standard configurations and compatibility, networking capabilities, and the skills of the employees.

Possible approaches and solutions to the coordination problem include the following:

- 1 Test equipment, software, and dial-in configurations in the office prior to establishing the home office.**
- 2 Equipment for the home is considered based on the ease of maintenance and the ability to get it quickly repaired when necessary.
- 3 The telecommuter is responsible for all equipment purchases and maintenance; little or no support is provided by the company.

### ***Discussion***

To minimize frustration and maximize productivity, it is important that the equipment to be used by the telecommuter be fully operational when deployed in a remote location. For this reason, it is wise to fully test the equipment in the office prior to establishing the home office. Physical access to technical resources and expertise is often more readily available in the office to resolve any problems experienced during the initial start-up and testing period. In addition, employees can remain productive and avoid the feelings of anxiety and helplessness if delays are encountered repairing the equipment or resolving compatibility issues.

Prior to moving the equipment to the home office, the telecommuter should be fully trained on the operational and maintenance procedures.

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# ORGANIZING

The Organization attribute of management deals with the structure and design of the organization and the work positions. Successful managers constantly seek to organize the available resources and the appropriate work processes in a way that provides maximum productivity to the organization. In the virtual office environment, additional factors must be considered by the manager to organize and utilize these resources

## Organizing and assigning work (3.1)

Managers must consider numerous variables when assigning work to be completed in the organization. These factors include the available resources, skill sets required, time frame for completing the task, the location of employees, customers, equipment, etc. Telecommuter managers must consider what impact, if any, the nature of telecommuting will have on the overall success of the work assignments and take these factors into consideration when organizing the workload.

Several alternatives that could be considered include:

- |   |   |
|---|---|
| 1 | Use self managed teams or team directed work approaches.  |
| 2 | Specify tasks as processes with specific inputs and outputs.  |
| 3 | <b>Use the same approach and techniques that have been used on successful projects in the past without telecommuters.</b> |
| 4 | <b>Focus on deliverables, measurable goals, work break-down, and schedules.</b>   |

### *Discussion*

Managers favor a combination of the last two approaches. They feel that if telecommuting is implemented correctly, it should have little, if any, affect on the assignment of work. In essence, the fact that an employee is telecommuting should not be a factor for the manager to consider when distributing work throughout the organization. The assumption is made that the employee would not be a telecommuter if their job was not already suited for the type of work that they are performing and potentially may be assigned.

Instead, the focus should be on the deliverables, measurable goals, work break-downs, and schedules associated with the assignment. Assuming that these factors can be clearly stated and accurately measured, the work would be appropriate for the telecommuter to be assigned. The manager and telecommuter can then reach consensus on the expectations for the project regarding quality, quantity, and delivery dates.

## Selecting types of work appropriate for telecommuters (3.2)

As previously mentioned, important consideration should be given by the manager to determine if a job is appropriately suited for a telecommuter to perform. When organizing the resources and the work in the company, potential benefits can be achieved in productivity and job satisfaction if the right people and the right positions are considered for telecommuting. But not all jobs are ideal candidates for consideration.

Some of the types of jobs that a manager may want to consider include:

- |          |   |
|----------|---|
| <b>1</b> | <b>Jobs with more telephone interaction than face-to-face interaction.</b>  |
| 2        | Jobs that can be evaluated primarily by qualitative rather than quantitative results.                                       |
| 3        | Jobs that can be evaluated primarily by quantitative rather than qualitative results.                                       |
| 4        | Jobs that do not involve high security or handling of proprietary data.   |
| 5        | Information handling jobs that require computers (e.g., insurance agents, accountants, programmers, data entry, designers). |
| 6        | Individual contributor jobs not dependent on a team environment to accomplish tasks.  |

### *Discussion*

The ideal job that most managers feel is best suited for telecommuting is one with more telephone interaction than face-to-face interaction. If the telephone can be utilized to effectively perform some or all of the work for the job, consideration should be given for establishing a telecommuting arrangement. If a job does involve some face-to-face interaction which can be handled on days when a telecommuter is in the office, managers can still consider the position as a candidate for telecommuting, perhaps on a less frequent basis.

Additional factors that require secondary consideration include the extent to which the job involves processing information via a computer and the extent to which the person in the position would be dependent on a team environment to accomplish most or all of their tasks. Assuming that information processing is a substantial portion of the job, the total amount of computer and telephone usage should be considered. Similarly, if a great deal of team participation is not required to successfully complete the tasks, this should be analyzed along with the other factors to assess the potential for telecommuting. The existence of any one or some combination of all three factors suggest that serious consideration should be given to allow the employee performing this job to telecommute.

## **Addressing technical support issues to ensure productivity (3.3)**

The manager of any office must be sure to provide the levels of technical support that the organization requires to maintain a high level of productivity. With the introduction of telecommuting, special consideration needs to be given to the needs of employees who are no longer performing their tasks within the conventional office walls. In many cases, new and different equipment may be utilized to perform the tasks from home. What levels of support should the manager try to provide and what approaches should be considered?

Some of the alternatives that the manager may wish to consider include:

- 1 Solicit assistance from organizations such as local telephone companies, who promote home office environments.
- 2 Subscribe to telecommuting publications that address telecommuting issues.
- 3 Assign resources within the company to assist the telecommuter with hardware and software configurations and required equipment maintenance.**
- 4 Vendor discounts and/or service contracts with hardware and software vendors are provided for use by the telecommuters at their home offices.
- 5 Purchase software that licenses telecommuters to utilize copies of the software on their personal computers at home.

### ***Discussion***

The most often used approach to address the support requirements of the telecommuters is to assign resources within the company to assist them with their needs. This typically involves resolving problems associated with hardware or software equipment and configurations. These resources can be part of existing organizations that support the computing resources at the office, including help desk functions, system administration, or network support. They might also include resources from purchasing and maintenance organizations as needed. Managers must try to anticipate the types of problems that their telecommuters might frequently encounter and ensure that support arrangements are in place. Without them, the productivity of the telecommuter is likely to suffer.

## **Ensuring access to required tools and support (3.4)**

The ability for an employee to obtain the necessary information, expertise, and office support when in the office is not always easy. As a telecommuter, it can become even more difficult. Managers of telecommuters must be aware of these potential difficulties and take appropriate steps to minimize their impact.

Some of the potential solutions include:

- 1 Teach telecommuters the appropriate way to use technologies (e.g., voice mail, electronic mail, facsimile, conference calling, video, pagers, etc.).**
- 2 Establish procedures for telecommuters to interface with support personnel, and train non-telecommuters how to handle a telecommuter's request.
- 3 Introduce each employee to key personnel during training, prior to telecommuting.
- 4 Train telecommuters how to find important information and resources (e.g., databases, procedures, templates, etc.).
- 5 Provide job aids, reference manuals, or guides to help them find information, use technologies and resources, and request/receive information and expertise.

## *Discussion*

The most effective way to ensure that a telecommuter has ready access to the necessary information, expertise, and office support is to teach them the appropriate way to use technologies. This creates less dependence on other people who may not be available to assist the telecommuter when required. When fully utilized, these technologies can enable the telecommuter to complete their tasks independently and ensure that they are a significant contributor to the organization. Managers need to ensure that everyone in the organization, especially the telecommuters, has access to this type of training.

## **Providing growth, training and development (3.6)**

Successful managers are constantly looking for opportunities to develop and challenge their employees. These opportunities may be harder to find for the manager of a telecommuter. With the employee spending much of their time out of the office, some of the techniques and approaches utilized by managers in a traditional office setting may no longer work as effectively, if they can be employed at all. So how does the manager provide growth, training, and development for telecommuters?

Some of the potential options available to the telecommuter manager include:

- |   |  |
|---|--|
| 1 | Interactive training opportunities, such as computer-based-training (CBT), distance learning, and teleconferences.                       |
| 2 | Require employees to attend training in the office prior to participating in the virtual office and at periodic intervals during career. |
| 3 | On-the-job training (OJT) for all employees participating in the telecommuting program.  |
| 4 | <b>Managers of telecommuters communicate regularly about career and professional development goals and educational opportunities.</b>    |

## *Discussion*

The managers of telecommuters must communicate regularly about career and professional development goals and educational opportunities. With the employee no longer interacting with the manager face-to-face on a daily basis, the two need to make a conscious effort to review the employee's training and development needs on a consistent basis. Although some of the techniques available for training and development may be different, the most important requirement is to establish goals and identify opportunities that can provide the growth and experience that will benefit the telecommuter. Managers need to provide them with the same opportunities for advancement that they provide to all other employees.

Despite the appeal and benefits of telecommuting, a major drawback of this alternate work style for some participants is the fear that they will be passed over for promotions. As the managers and telecommuters gain more experience however, they discover that their concerns are almost always unwarranted. Some companies, such as Health Net in southern California, have addressed this concern by regularly requiring employees to work at headquarters and routinely posting job openings so that everyone has an opportunity to apply. However, according to Rosemary Mans, vice president and manager of flexibility programs at Bank of America, perhaps even more important is that "... managers and their employees need to talk regularly about career and professional development goals and educational opportunities. People haven't vaporized!" she points out. Many forms of electronic communication are available as a medium for this communication to take place and typically the telecommuter is in the office on a regular basis each week. (Dutton 1994)

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# CONTROLLING

The Controlling attribute of management includes communications, decision making, organizational culture, and motivation and reward. These skill sets require the manager to monitor performance, compare the actual results to objectives, and take corrective action as necessary to achieve the desired results. When many of the resources are no longer in the traditional office environment, new techniques may need to be employed by the virtual office manager to perform these management functions.

The controlling function of management is viewed by many corporations as the primary duty of a manager. Often rewards and incentives are based on factors related to the controlling function.

## Keeping the supervisor informed (4.1)

One of the important aspects of communications involves the telecommuter informing management of their accomplishments and any issues requiring management's attention. In the traditional office, much of this communication occurs informally. However, the opportunities for information exchange are reduced and somewhat restricted in the virtual office. Therefore, the managers of telecommuters must give special consideration to how this communication process can take place as efficiently and effectively as possible.

Some of the techniques that a manager might consider include:

- |   |   |
|---|---|
| 1 | Require attendance at all meetings in person or by conference (e.g., telephone or video), with reports from the telecommuter. |
| 2 | Establish a weekly report to communicate progress, problems, and plans.   |
| 3 | <b>Establish regular "in office days" so the organization knows when to expect the employee.</b>                              |
| 4 | Monitor progress against objectives.  |
| 5 | Hold "off-site" meetings in which all employees share plans, accomplishments and information.                                 |
| 6 | Use a pre-established timeline and task matrix to compare progress on a regular basis.  |

### Discussion

Managers of telecommuters prefer several of these techniques. Establishing regular days for the telecommuter to work in the office is considered essential to maintain effective communications. This helps maintain some of the informal communications and provides an opportunity for the employee to communicate achievements to others face-to-face. Managers feel that there is no substitute for personal discussion to supplement electronic information.

Two other techniques almost equally important in the eyes of the managers are implementing weekly status reports and monitoring progress against the objectives established for the employee. Both of these methods provide a formal process for communications that can be used to supplement the communications that takes place on the telecommuter's scheduled "in office days." By establishing intermediate periods to determine progress on a recurring basis, managers are in a position to provide the appropriate guidance and direction that subordinates need and expect.

## **Ensuring effective communications (4.2)**

In addition to establishing regular intervals for communicating with the telecommuter, the manager must be concerned with making sure that the telecommuter can communicate effectively. With limited opportunities and methods for communicating, the telecommuter must be able to capitalize on the opportunities and be familiar and effective with the methods of communication available.

Some of the ways that the manager might assist the telecommuter communicate effectively include:

- 1 Teach all team members when to use various communication technologies, such as when one communication technology is more effective.
- 2 **Teach all team members how to communicate during conference calls, video conferences, E-mail, or voice mail.**
- 3 Use technology to replace the "water cooler" informal communication (e.g., bulletin boards, electronic newsgroups, video conferencing).

### *Discussion*

Managers of telecommuters feel that the key to helping telecommuters effectively communicate is to teach all of their team members how to communicate on conference calls and video conferences and via voice and electronic mail. By teaching all team members, everyone in the organization is familiar with the appropriate mediums for communicating and they can assist and coach one another when necessary. Often, people need to understand what the expectations and requirements are for when and how to use these different options. Stating the policies to be used by all team members eliminates any uncertainties and allows the team members to focus on the content of their communications. By providing clear and concise guidelines concerning the expected frequency of communications, what types of communications are expected when, and the desired format and content, the managers will avoid being inundated with unnecessary information and productivity can be enhanced for the entire work group. It also is an effective means of contributing to the development of the team members' oral and written communications skills.

## **Conveying organizational culture and policies (4.3)**

The concept of corporate culture, morals, and ethics is as important to the management of an organization as its strategy and structure. This culture, along with its policies and values, must constantly be communicated to the members of the organization. When alternate work environments and virtual teams are used the task of conveying the corporate culture becomes more complicated.

- |          |   |
|----------|---|
| 1        | Require all telecommuters to attend orientation sessions on corporate policies and rules.                                 |
| 2        | Schedule meetings to review and discuss the organization's vision and culture.  |
| 3        | Provide electronic access to policies, strategy documents, corporate memos, and information exchange.                     |
| <b>4</b> | <b>Ensure performance objectives include goals in support of organizational objectives and goals.</b>                     |
| 5        | Ensure that telecommuters are notified promptly of changes to the culture and vision.                                     |
| 6        | Restrict telecommuting opportunities to employees who have already been enculturated by the company (i.e., no new hires). |

### *Discussion*

Managers agreed that the inclusion of corporate goals and policies in the employees' performance objectives was the best approach to conveying corporate culture. Most managers are required to work with employees in creating performance goals on a regular basis. This provides an opportunity for the supervisor to convey priorities, values, and ethics to the employee. Through continual exposure and review of these critical elements of culture, telecommuting employees will learn what the organization's culture is. For example, if the corporate culture is to ensure all employees meet a certain educational level, then each employee's performance objectives should include specific goals toward continuing education. The manager's role would be to review and coach employees in obtaining their personal performance goals. This process allows for the discussion and conveyance of the value of education in the corporate culture.

Managers also indicated that solutions #2 and #3 were important in ensuring the continual transfer of corporate values. Many organizations now provide electronic access to all important policies and strategic documents, which convey the organization's espoused values. Additionally, organizations will schedule specific meetings to review and discuss the organization's vision and culture. The key in both of these solutions is the constant communication of the organization's primary cultural components to the employee.

## **Implementing reviews and rewards (4.4)**

Managers must effectively control the performance of individuals in the work group to ensure the overall success of the organization. Determining how telecommuting should be implemented and managed to ensure that the telecommuter's contribution adds value to the overall performance of the team is a decision which requires careful analysis. Managers should give consideration to the following, when implementing individual performance reviews and rewards that include telecommuters:

- |   |  |
|---|--|
| 1 | <b>Only workers with satisfactory performance, necessary skills, and qualified job positions can participate in the program.</b> |
| 2 | Set performance standards with a team comprised of all functional areas, and reward based on achievements.                       |
| 3 | Establish objectives jointly, challenge the employee, and reward based on achievement.   |
| 4 | Help telecommuters set and recognize their own "rewards" for completing tasks (coffee breaks, exercise break, reading time).     |

### *Discussion*

Managers of telecommuters feel strongly that only workers with satisfactory performance, adequate skills, and in a suitable position should participate in a telecommuting program. They consider these attributes to be prerequisites which ensure that the program can provide benefits to both the individual and the company. When this criteria is not met, the opportunity for failure is significantly increased and does not warrant the risk to the business.

A second recommendation from the managers is to establish challenging objectives jointly and then reward the telecommuter based on their achievement. Using this approach, the manager can ensure buy-in and commitment from the employee both before and during the period of performance. This joint development of goals allows the manager to reward for achievements that enhance the overall performance of the team. This helps to ensure that the telecommuting program truly adds value to the organization and the individual.

## **Modifying supervision style to accommodate telecommuters (4.5)**

Rules about the office and work are changing, presenting new challenges such as how to manage people when they are physically "out of sight." With the acceptance of alternate work environments into the corporate structure, managers must forsake traditional "eyeball management" and learn to evaluate work based on performance and productivity. Management's role will have to shift from a "steamroller" approach in which employees are told how to do work, to a "snowplow" approach in which the manager becomes the facilitator and enabler of work.

The greatest threat to making this management paradigm shift is the corporate culture that exists in most companies. The culture must support a management style which emphasizes managing by results rather than by watching work being performed. Not only will this new management style help enable the management of telecommuters, it will have positive results on the in-office work force, as well.

Several solutions have been applied to help managers modify their supervision style to accommodate telecommuting. The following solutions can help facilitate this change:

- 1 Evolve from a "supervisor" to a participatory leader who provides help, sets goals, plans work, and guides work via phone, fax and E-mail.**
- 2 Supervisors learn to manage by results, not by overseeing the work.**
- 3 Have supervisors work at home one day a week to obtain first hand experience in telecommuting.
- 4 Attendance at mandatory workshops on supervising telecommuters prior to being assigned management of telecommuters.

### ***Discussion***

Managers who were surveyed preferred the first two solutions because they involved a shift in thinking about the manager's role and culture. The first solution involves a shift from being a supervisor who controls the work being performed to a facilitator who provides help, assistance, and planning through electronic mediums. An example of this would be a manager who used the management-by-walking-around style to provide feedback, coaching, and assistance who learned to communicate using electronic mail and telephone messages to provide guidance and feedback to a dispersed group of employees.

The second solution preferred by managers was to have supervisors learn to manage and control work through results, rather than by viewing work being performed. An example of this would be a manager who physically monitored a creative process such as graphic art creation to determine the quality of employee performance. These employees could be dispersed and the supervisor, through a shift in management style, could learn to review work in progress, schedules, and costs to determine employee performance.

The president of Great Plains Software had to change his management style when faced with the potential loss of one of his key employees. This employee had been happily employed for two years when, because of her husband, they were required to move to another town. The president, realizing that there might be a way to avoid losing a key employee, decided to change his management style and utilize telecommuting and management by objectives to retain this employee. He reports he had to change his thinking from "keeping tabs on people from 9 to 5, to the quality of output. You must have strong, implicit trust in the employee and be confident they can have self discipline when at home." Not only did he have to change the way he managed, but he had to work hard to overcome the limitations of electronic contact.

## **Ensuring a balance between the telecommuter's professional and personal life (4.6)**

All forms of work style have potential for negative or dangerous forms of implementation. Telecommuting is generally used to balance work with personal parts of one's life, or to balance group work with creative or intense tasks that require quiet and dedicated time. Because people who succeed as telecommuters are usually self motivated and conscientious employees they have a tendency to overwork. There is also the problem of employees who are not self disciplined and let the personal distractions around them get in the way of accomplishing their tasks. The manager must help the telecommuter strike a balance between professional and personal life in order to be successful in both areas.

The following alternatives have been used to provide assistance in balancing the telecommuter's time:

- 1 Have the telecommuter establish a specific work space that creates both physical and mental boundaries (physical office space, regular hours, rules for family interruptions).**
- 2 Establish guidelines for regular communications and feedback with the telecommuter to sample the amount of time being spent on work.
- 3 Require that the telecommuter routinely works in the office and routinely takes time off.
- 4 Document a thorough job description which includes schedule and measurable tasks.

### *Discussion*

In a traditional office environment there is structure to the work—routines to structure starting, stopping, meetings, lunch, breaks, and most of the common activities of work. This same set of routines is not commonly found in the alternate work environment, such as the home. Because many telecommuters do not know when to stop an activity or that more hours doesn't always equal better output, the preferred management approach is to help the telecommuter establish specific "boundaries" which separate personal and professional life.

Managers prefer to have employees set aside physical work space and set specific hours and firm guidelines to regulate the balance between the two environments. Some managers require telecommuters to have a separate office in their home and to sign a contract with their family that sets rules of order and schedule so everyone in the home understands what is expected. Additionally, these schedules and expectations are also shared with co-workers to avoid calls during "personal" hours.

All of the alternatives listed have in common the goal of protecting the telecommuter from overwork. Because technology allows work to be done 24 hours a day, there is a potential for "white collar assembly lines". Agreements and the definition of measurable tasks helps reduce the potential for electronic sweatshops.

A second alternative used by managers to help balance the telecommuter's time is to establish regular communications and feedback to sample time and quality of work performed. This solution protects against a telecommuter who is easily distracted and may not have the self motivation necessary to complete work on their own. One example of this approach is to have the telecommuter e-mail, fax, or phone in a daily progress sheet at the end of their work period. This sheet may contain both schedule information, accomplishments, problems, and plans. The manager then must respond before the end of the next work period, giving both positive and negative feedback.

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# LEADING

The Leadership attribute of management consists of four primary areas: team building, developing individuals, motivating, and stimulating. This set of skills requires the manager to be the coach, mentor, and inspiration to both the individual and the team. Additionally, it is a manager's responsibility to ensure that proper credit for accomplishments achieved by individuals and teams.

## Coaching and mentoring the telecommuter (5.1)

A manager must do more than supervise an employee—they must be a coach with responsibility for the individual's growth. In the traditional office the coaching function is often addressed through the technique of apprenticeship. Another common technique for coaching and mentoring is referred to as "on the job training," which is usually done as a part of the normal work process. Telecommuting provides a real challenge to the traditional coaching process because of the lack of physical interaction. Selecting new methods that allow managers to perform this vital role is a key factor in implementing telecommuting.

Possible solutions for performing the coaching function include those that follow:

- |   |   |
|---|---|
| 1 | <b>Set aside specific "face" time to provide feedback and reinforce positive behaviors.</b>                       |
| 2 | Communicate advice on performance and behavior <i>immediately</i> via phone, fax, or E-mail.                      |
| 3 | Appoint a mentor/coach for each telecommuter, with responsibility for career growth.                              |
| 4 | Establish a regular dialog with the telecommuter using communications tools to provide timely, ongoing feedback.  |
| 5 | Provide/establish a career development plan that is regularly reviewed with the telecommuter to measure progress. |

### Discussion

Managers still feel that face to face contact provides the best reinforcement and coaching opportunities. For this reason, they preferred the approach in which the manager sets aside dedicated personal contact time to meet with the employee and provide the normal mentoring feedback and reinforcement (approach #1). Some managers prefer to schedule "in office visits" for the telecommuter to meet with the manager (as well as provide visibility to other team members). Other managers prefer to schedule weekly visits with the telecommuter either at or nearby their telecommuting locale. This solution is usually chosen when the telecommuting distance is great.

A second approach chosen by managers is to establish a regular dialog in which timely, ongoing coaching can be provided (approach #4). Several companies have chosen to implement technological solutions which allow communication tools such as teleconferencing or video conferencing to substitute for face-to-face contact. Regular meetings are held between telecommuter and manager, in which on-going feedback is provided. Another less costly approach is the use of electronic mail and electronic bulletin boards. Managers use this

electronic medium to make observations, reply to questions, forward compliments, and give advice in an ongoing dialog. In effect, the manager could be "down the hall" and not miles away.

## **Inspiring telecommuters to accomplish their tasks (5.2)**

Obviously, working at home is different than working in the office and thus, the job of motivating telecommuters to accomplish their tasks is more difficult. The traditional office environment includes external motivational and inspirational devices such as displays of charts, graphs, measurement data, goals, and messages. The telecommuter is much more "alone" without support mechanisms to reinforce their drive to complete tasks and meet goals. While the employee is ultimately responsible for meeting their deadlines, the manager is responsible for looking for new ways to inspire the telecommuter to achieve their goals.

Possible approaches for providing inspiration include the following:

- |          |  |
|----------|--|
| 1        | Set an example as a telecommuter.  |
| 2        | Be a participatory manager.  |
| 3        | Provide training sessions to teach telecommuters how to set goals, meet commitments, and handle common problems.           |
| <b>4</b> | <b>Select self-motivated people who are already well-trained and have the right attitude.</b>                              |
| 5        | Establish an administrative structure, such as a telecommuting coordinator who assists managers in managing telecommuters. |
| 6        | Help telecommuters set up effective structures, processes and "systems" for accomplishing work at home.                    |

### ***Discussion***

Managers feel that inspiring telecommuters is no different a task than inspiring the in-office worker, with one exception. The telecommuter must rely more on internal motivation and inspiration. Consequently, managers overwhelmingly agreed that selecting self-motivated individuals (approach #4) was a prerequisite to being able to effectively inspire the telecommuter. For example, for inspirational or motivational messages to be effective in a telecommuting environment, the individual must be motivated to read or post the stuff in their local environment.

Once the right type of people have been selected, the second solution preferred by managers was to help them set up effective process for accomplishing work at home (approach #6). One implementation of this is to send charts, graphs, banners, and normal office motivators through communications means like E-mail, facsimile, and U.S. mail. One company chose to send a "care package" to the individual's home at the beginning of each month. The package included tracking or milestone charts, inspirational posters, and new product introduction materials such as videos, pamphlets, and presentations.

Another way to help telecommuters accomplish their work is to provide sample work schedules that assist telecommuters in organizing their work according to reasonable time frames. Additionally, managers can provide time management tools such as Day Timers, computer-based personal information managers, and training to help inspire telecommuters to set and meet achievable goals.

Inspiration also includes breaking down barriers that inhibit productivity. Consequently, managers must also help telecommuters set up structures for filing that enhance the retrieval and use of the information needed to complete work.

## **Building a sense of "team" (5.3)**

The concept of building high-performance teams is considered by most managers as the key to productivity in the 90's. Yet like all groups, teams require attention and support to achieve their full potential. While it is not easy getting a team to work well together in the traditional office environment, it becomes much more difficult as individuals are separated by time and space. Problems that previously could be worked out through face-to-face solutions now require new approaches to overcome these hurdles. Two particular problems can exist for the telecommuter in the form of isolation and loneliness. Building a sense of team will require that these and other problems are mitigated through the team-building approaches used with virtual teams.

The following approaches are some of the suggested solutions to these problems:

- |   |   |
|---|---|
| 1 | Establish a "buddy system" which partners the telecommuter with a co-worker located in the office.  |
| 2 | <b>Involve the telecommuter in all group meetings either in person or via conference calls, and ensure attendance at celebrations, lunches and special team activities.</b> |
| 3 | Speak and act positively toward telecommuters and their contribution to the team.   |
| 4 | Establish dedicated office space and equipment that telecommuters can utilize when they are in the office.  |
| 5 | Hold frequent team contests and activities to promote social interaction and team building.   |

### ***Discussion***

Over half of managers surveyed felt that involving telecommuters in all group activities was the primary approach to building an effective team (approach #2). This approach involves having the telecommuter participate in normal group meetings via technology such as phone or video, as well as ensuring their physical attendance at special team activities such as celebrations, reviews, and important occasions. One example frequently used by managers is to set a weekly team meeting using a teleconferencing system, in which all off-site team members dial in and participate. This involves sending out a clear agenda prior to the meeting along with responsibilities for each of the topics; soliciting for additional agenda topics; and providing telephone numbers and participant codes for the teleconference. Additionally, a fax machine can be used to supplement materials used in the meeting giving the participants a sense of real-time information transfer. Another, more costly use of technology is to schedule important review sessions using videoconference facilities usually available within large organizations, or from independent establishments such as Kinko's. While this can be expensive, technology solutions which take advantage of desktop video for personal computers are now available and can be coupled with ISDN communication lines to bring the cost of this solution within the reach of smaller organizations.

The second most-preferred approach was to continually verbalize and point out the positive contributions of telecommuters to the overall team's success. This allows their inclusion even

when they are not physically present and avoids the common problem of "out-of-sight-out-of-mind." One example managers frequently use is to reference telecommuter's work during impromptu and unscheduled office meetings. Another example is to route work products submitted by telecommuters through the office along with attached comments. One word of note is to reciprocate for in-office workers—do for in-office workers what you do for telecommuters. To fail to do so is to risk alienating in-office team members, which can instigate jealousies and rivalries. Sharing contributions with individual team members creates a positive atmosphere and sense of team and goes a long way towards helping individuals appreciate the strengths and contributions of each member.

## **Ensuring visibility for telecommuters (5.4)**

The importance of personal contact and being "seen in a positive light" cannot be underestimated in today's organization. The result of not being visible in an organization can be devastating when individuals are not given promotions and rewards for achievements they have earned. The problem of visibility is seen in the loss or minimization of promotions, self esteem, credibility, and tangible rewards. The manager plays an important role in the visibility of the telecommuter and can help or hinder the advancement of the employee.

The following approaches are some of the suggested solutions to these problems:

- |   |  |
|---|--|
| 1 | Establish limits on the amount of time that an employee may telecommute.   |
| 2 | Telecommuters must trust their manager won't forget about them simply because they are not in the office every day.      |
| 3 | Ensure daily contact with team members through voice, fax, mail, E-mail, or video.                                       |
| 4 | <b>Plan and present their work in such a way that telecommuters suffer little decline in their workplace visibility.</b> |

### ***Discussion***

Managers were evenly divided on approach 1,3, and 4 as preferred solutions for ensuring employee visibility. However, most managers showed a slight preference to planning and presenting the work of telecommuters in a way that enhances their visibility in the workplace (approach #4).

Another solution used by successful managers is to enforce the rule of daily contact for the telecommuter with the organization, including co-workers, peers, subordinates, and managers.

Many managers use the approach of setting limits on the amount of time that the employee can telecommute. Most managers agreed that full time telecommuting was not yet a viable option in their work environment. The average telecommuter spent 2-3 days telecommuting and was "visible" in the office on other days.

## **Motives for rewards and motivation (5.5)**

Successful managers must understand what motivates their employees in order to establish and maintain a high performance team. This is especially true in the virtual office when the manager cannot easily observe what contributes to a worker's job satisfaction. Yet, this represents a critical factor with respect to the employee's overall ability to perform their job

responsibility with a significantly reduced level of direct supervision. Potential motives that are important in the telecommuting environment include (Kanter 1989) :

- |   |   |
|---|---|
| 1 | <b>Mission (i.e. giving people something they can believe in)</b>                   |
| 2 | <b>Agenda control (i.e. giving people a say in what happens)</b>                    |
| 3 | Value (i.e. immediate or delayed financial rewards, awards, and public recognition) |
| 4 | Learning (i.e. new skills development)  |
| 5 | Reputation (i.e. opportunities to enhance one's own reputation)                     |

### ***Discussion***

Managers surveyed identified mission as the primary motive that drives their telecommuters. This ranking is consistent with the rankings of managers of traditional office workers. Agenda control was ranked a close second, indicating that managers believe telecommuters enjoy working in a autonomous environment where their input and opinion are valued by the organization.

These rankings indicate that managers perceive that the telecommuter puts a much higher value on the *quality* of the work environment and less about the salary/wage aspects of the position or the opportunities available for improving their skills or enhancing their reputation.

“As businesses continue to streamline for efficiency, there will be fewer managers managing more people with more geographic separations, but with less loyalty” according to Robert Johansen, director of new-technology programs for the Institute for the Future. “Companies will need a new form of glue, he says, to get people to be loyal - and that glue will be alternative work schedules and arrangements.” (Verespej 1994) According to a five year study conducted by the Families and Work Institute in New York entitled the National Study of the Changing Workplace, “workers are more loyal, more innovative, and more satisfied with their jobs when they have more of a say in how to do their jobs and have more control over the scheduling of their work hours” (Geber 1995) . The study also discovered that workers are very concerned about their work environments and that until these needs are met, efforts to improve productivity through the use of empowerment, diversity, and quality management will not succeed. Flexible work options, they say, are custom made to help companies build or win back employee loyalty by improving the quality of the work environment.

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## COORDINATING

The management attribute of coordinating could be viewed as the ability to get groups and individuals to cooperate. Stimulating cooperation involves sharing of information, conflict resolution, and promoting the sharing of goals and problems.

### Keeping the telecommuter informed of team, project, and corporate information (6.1)

The general problem is one of coordinating goals, tasks and behaviors so that all of the team members are in step with the latest thoughts, rules and ideas of the organization. It has been shown that individuals who are telecommuting can feel isolated from the organization due to a lack of information and feedback. These individuals can also begin to create their own set of rules and approaches to their work if they are not included in the normal flow of information and activity feedback. Possible approaches and solutions to this coordination problem are:

- |   |   |
|---|---|
| 1 | <b>Require participation in all meetings, in person or by conference (telephone or video)</b>                                   |
| 2 | <b>Ensure all office information, memos, and policy changes are sent to telecommuters</b>                                       |
| 3 | Create and use a weekly team/project report detailing corporate information accomplishments, plans, problems, and announcements |
| 4 | Designate a person in the office to help keep the telecommuter informed   |

#### *Discussion*

Managers prefer to use the first two approaches as techniques for keeping the telecommuter informed of necessary information. Many managers establish meeting times and places which include a conferencing feature (phone or video) which allow the employees who are not in the office to participate in the exchange of information. This type of "required" participation should also include face-to-face meeting attendance. The inclusion of telecommuters in discussions and meetings, which technology now easily allows, provides the employee with both the project specific information as well as the corporate information which is likely to be disseminated in meetings.

Another approach preferred by managers is the automatic routing of information. Memos, corporate data, and other job related information can be set up to automatically route or copy to the telecommuter. Some organizations use electronic mail because most of the data is in that form, while others prefer to utilize paper copies and facsimile machines as the distribution technique. These managers arrange to have all information sent to the telecommuter ahead of time and on a regular basis. This provides the necessary information and lets the telecommuter know that they are a part of the organization.

## **Coordinating and maintaining a workgroup which includes telecommuters (6.2)**

The management challenge of maintaining a team that is highly effective becomes harder when some of the members are not physically present during the work day. A manager is responsible for the coordination of the workgroup in order to ensure that the team goals are met and each employee coordinates their activities with the other team members.

Possible approaches and solutions to the coordination problem include the following:

- |   |  |
|---|--|
| 1 | Schedule regular social functions at or away from the office, to allow for increased social interaction and stronger interpersonal relationships |
| 2 | <b>Establish clear objectives for <i>all</i> team members and routinely monitor progress, both with each individual and in a group setting</b>   |
| 3 | Provide telecommuters with assignments that require interaction with office co-workers   |
| 4 | Concentrate on managing the process, rather than the people  |

### ***Discussion***

Managers overwhelmingly prefer to address this problem by establishing clear objectives for all team members and routinely monitor progress (approach #2). However, managers also prefer to concentrate on managing the process rather than the people (approach #4).

One implementation of the preferred approach is to use self-directed teams. This involves allowing both managers and employees to jointly identify goals, tasks, and results expected. Another way to implement the preferred approach is to use a standard Management by Objectives technique. This approach helps focus the individual and manager on the work output, not on individual style and technique. One example is a telecommuter who is assigned a creative or analytical task such as report writing, programming, analysis, or design. Due to their personal work style they may find it difficult to produce work in a group setting. By setting a deadline for that task to be completed, and objectives for the work output, the telecommuter can complete the task away from the office. In this scenario managers can coordinate the outputs of many individuals' tasks and monitor both progress and quality without judging work habits.

Managers also have shown that concentrating on managing the process, rather than managing the people, is a clear winning solution to maintaining an effective work group. Ensuring individual tasks are performed on time and delivered to necessary team members as a smooth process enables a work group that includes telecommuters to be effective.

## **SUMMARY**

In the Virtual Office environment, managers must be prepared to make some adjustments to their styles and approaches to ensure success. The results of the literature search indicate that there are some key areas which require special attention when managing telecommuters.

### **Planning is Key**

The key management attribute that requires special attention is the planning function. The managers of telecommuters feel that proper planning is essential. Their survey responses revealed the need to establish goals and objectives and set aside scheduled time to review developmental needs and educational opportunities with the telecommuter. They recommended that planning identify support resources required to ensure that all equipment is fully functional prior to establishing the home office as well as to act as a source of ongoing technical support as needed. When starting the telecommuting program, managers need to plan for the telecommuter's regular "in office days" and "face" time and identify plans to establish an ongoing dialog and involve them in the work group activities.

### **Key to Managing is Paradigm Shift**

Many managers must make some fundamental changes to their management style to be successful in the virtual office. They must shift from observing the work getting completed to a more participatory style of management that primarily focuses on the results achieved and less on the techniques utilized to accomplish the goal. The new role requires the manager to enable and empower the worker to complete their tasks. The manager must have trust and confidence in the telecommuter's ability to achieve the expected results.

### **Self Motivated & Knowledgeable Employees Important**

Most managers feel that one of the critical success factors to a successful telecommuting program is to ensure that the telecommuter is self motivated and possesses adequate job knowledge and skills. Employees with the right attitude who believe in the mission and feel that they have control of their agenda are likely to succeed in this environment. Telecommuters with these traits will flourish in a company where the corporate culture and strategic vision place a higher emphasis on the achievement of the goal, rather than the specific methods used to achieve it. Managers must be committed to teaching the employees how to use new technologies associated with their jobs and to work with the telecommuter to identify career and professional development goals and educational opportunities.

### **Communications & Involvement Critical**

Finally, the literature search and the survey results clearly indicate that communications and involvement on behalf of both the manager and the telecommuter are essential for this alternative work arrangement to benefit all parties. These elements are certainly important in the traditional office environment but they become absolutely necessary for the telecommuting program to survive. With the reduction in face-to-face and personal interaction, additional emphasis must be placed on these two areas to develop and enhance the long distance relationship.

Managers must include their telecommuters in all group meetings, social events and special occasions to ensure that they are viewed as fully contributing members of the team. All office information, memos, and policy changes must be communicated in a timely and convenient

manner. Both parties should jointly establish goals and objectives and then determine ways that progress can be monitored and communicated on an ongoing basis. Regular “in office” days should be established so that the organization knows when to expect the employee and so that the manager can provide coaching and feedback “in person” to supplement the electronic communications.

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# SURVEY QUESTIONS

## Background

- 1 What size company do you currently work in?
- 2 How many years have you been a manager?
- 3 How many years have you managed telecommuters?

## 1: General Information

- 1.1 Which managerial skills are most important when managing telecommuters?

## 2: Planning

- 2.1 Which processes for setting performance objectives are the most effective with telecommuters?
- 2.2 Which of these are utilized to provide the necessary support to telecommuters?

## 3: Organizing

- 3.1 How do you successfully assign work when using telecommuting?
- 3.2 What types of work are *most* suitable to telecommuting?
- 3.3 How do you address technical support issues for productivity in the virtual office?
- 3.4 How do you ensure that telecommuters have ready access to the necessary information, expertise and office support?
- 3.5 Which traits are most important to ensure success as a telecommuter?
- 3.6 How do you provide growth, training, and development for telecommuters?

## 4: Controlling

- 4.1 How do you keep the supervisor/organization informed of the telecommuter's activities and accomplishments?
- 4.2 How do you ensure effective communications with the telecommuter?
- 4.3 How to convey organizational culture, policies and procedures to telecommuters?
- 4.4 How does the organization implement reviews and rewards to include telecommuters?
- 4.5 How does the supervisor change his/her supervision style to accommodate telecommuters?
- 4.6 What techniques can be employed to ensure that a balance exists between the telecommuter's professional and personal life?

## 5: Leading

- 5.1 How do you coach/mentor a telecommuting employee?
- 5.2 How do you inspire and enable telecommuters to accomplish their tasks?
- 5.3 How do you build a sense of "team" and ensure that telecommuters are treated as an equal member of the work group ?
- 5.4 How does the organization ensure the telecommuter is visible in the workplace?
- 5.5 For rewards and motivation, which motives are important in telecommuting?
- 5.6 Which of these statements are most applicable to the telecommuter?

## 6: Coordinating

- 6.1 How do you keep the telecommuter informed of team, project, and corporate information?
- 6.2 How do you coordinate and maintain a work group with telecommuters?

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