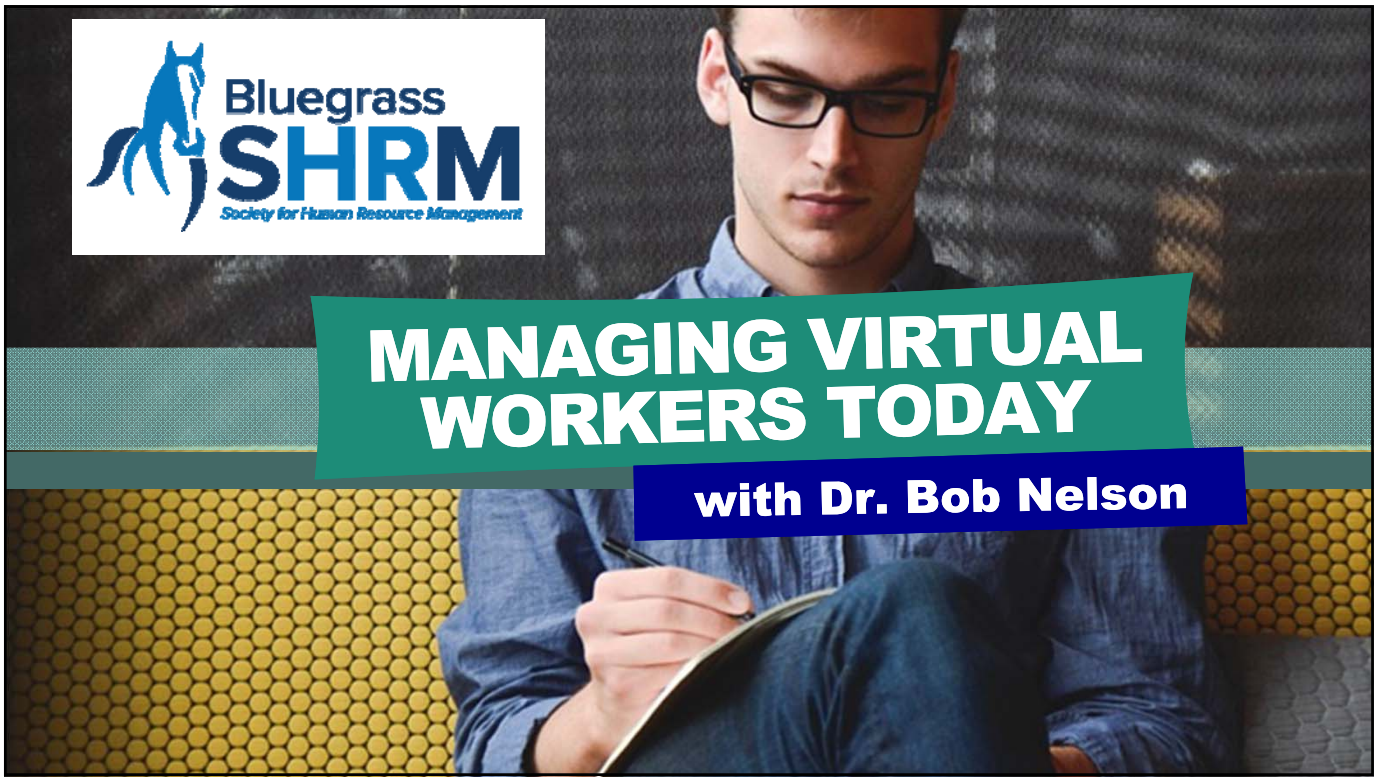


Your Presenter

Dr. Bob Nelson

Considered the world's leading expert on employee recognition and employee engagement
President of **Nelson Motivation Inc**., a management training/consulting company in San Diego
Sold 5 million books on management & motivation, including *1501 Ways to Reward Employees*
Has appeared extensively in the national media regarding how best to motivate employees
Holds an MBA in organizational behavior from UC Berkeley and received his PhD in management

Dr. Bob

"Men and women want to do a good job, a creative job, and if they are provided the proper environment they will do so."
Bill Hewlett
Co-Founder

Managing Virtual Workers Today

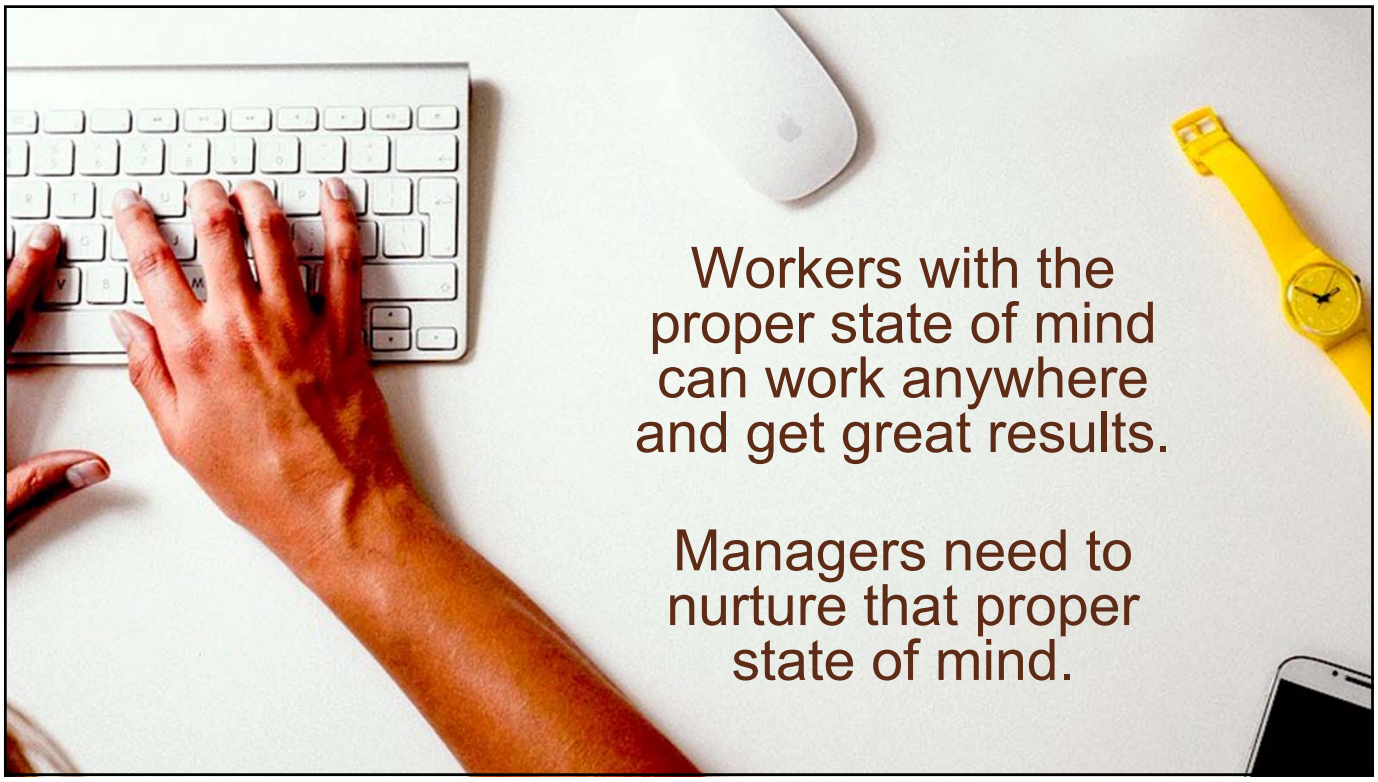
What Is Virtual Work?

"Virtual work is when individuals work from home, 'on the road', or otherwise outside of traditional, centralized offices."

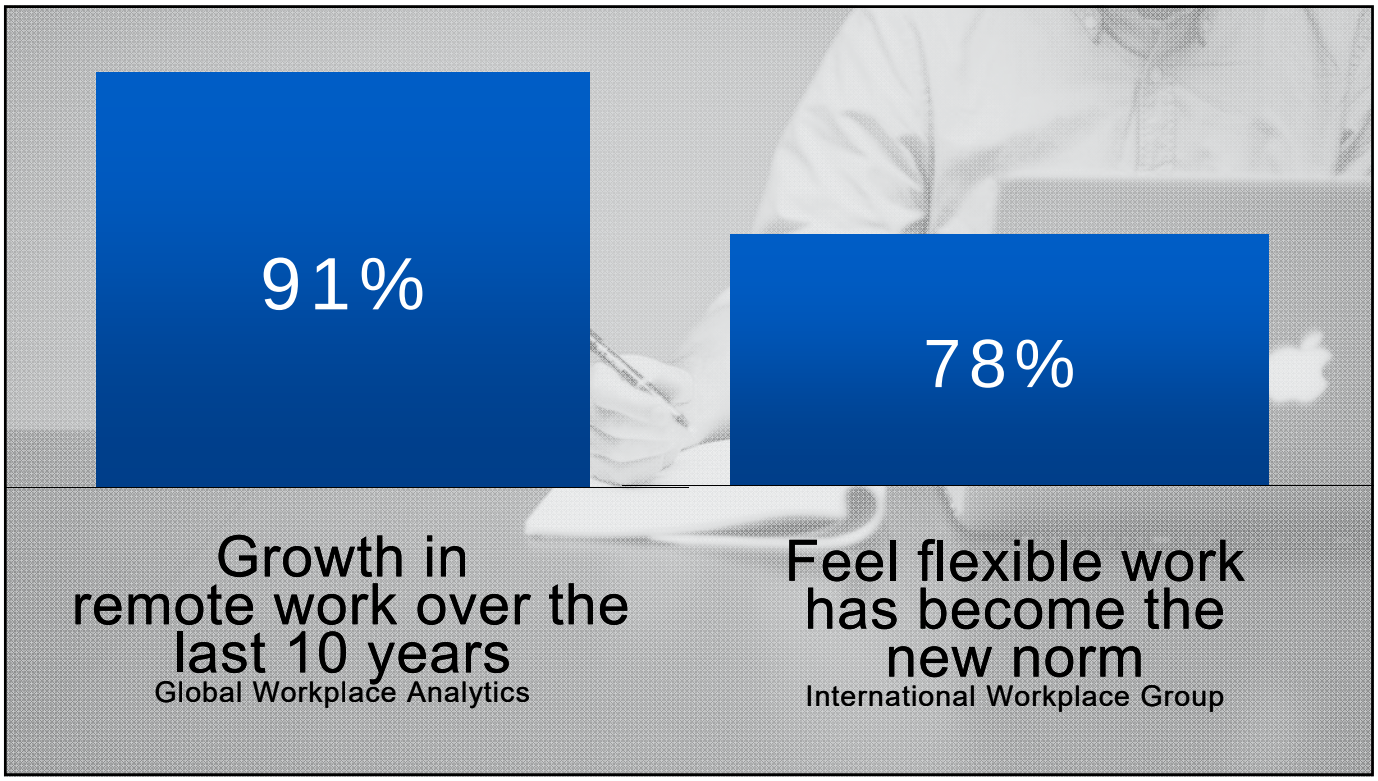
"A virtual team is one that conducts its work almost entirely through electronic technology."

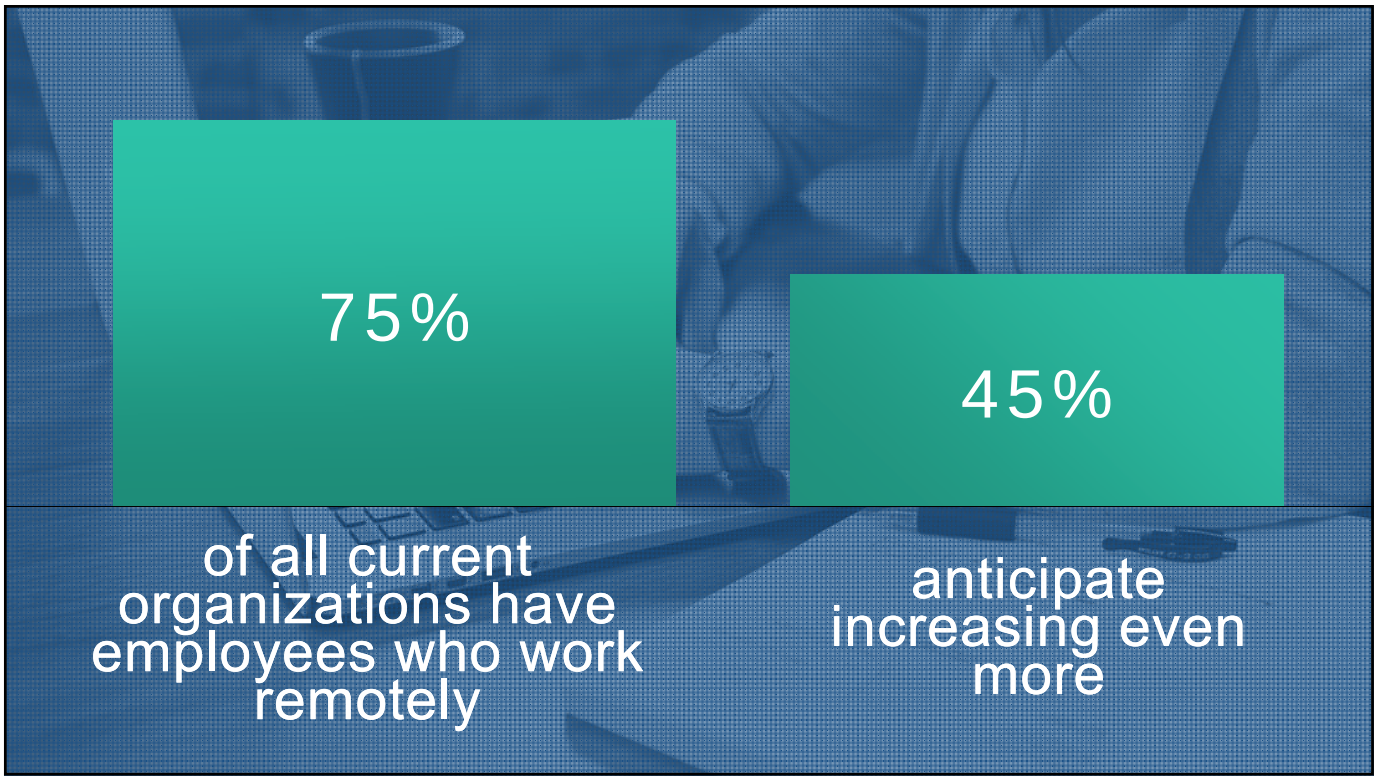
WORK AND FAMILY researchers network

EXAMPLE


Workers with the proper state of mind can work anywhere and get great results.
Managers need to nurture that proper state of mind.

WHY VIRTUAL WORK IS IMPORTANT
1
ON THE RISE


91%
78%
Growth in remote work over the last 10 years
Global Workplace Analytics
Feel flexible work has become the new norm
International Workplace Group


75%
45%
of all current organizations have employees who work remotely
anticipate increasing even more

WHY VIRTUAL WORK IS IMPORTANT
2
HIGHLY DESIRED BY WORKERS

75%
3 of 4
employees
say flex work arrangements/virtual work would cause them to choose one job over another.
RHI Robert Half International

36%
of employees would give up a pay raise for the ability to work virtually.
40%
would take a pay cut for the ability to work virtually.
THE HUFFINGTON POST

Virtual workers are more satisfied than their in-office co-workers.
Center for Advanced HR Studies
Cornell University

Why do Employees Love Working Remotely?
GREATER WORK / LIFE BALANCE
MORE AUTONOMY & FLEXIBILITY
LESS TIME / $$$ SPENT ON COMMUTING

WHY VIRTUAL WORK IS IMPORTANT
3
HIGHLY BENEFICIAL
TO EMPLOYERS

81%
of workers at home are more productive vs. at the office.
Microsoft Office

+19
Extra hours virtual workers and flextime employees work per WEEK.
INFO WORLD

60%
have greater intent to stay
than traditional workers.
HR Solutions eNews

MANAGING VIRTUAL WORKERS TODAY
1) Clear Goals & Expectations
2) Trust with Accountability
3) Extraordinary Communication
4) Inclusion & Collaboration
5) Virtual Recognition & Rewards

Meet Jennifer Nelson

Senior UI Engineer

acxiom

Austin, Texas

- Part of 10-member software development team (3 virtual)
- Can & does work from ANYWHERE

Clear Goals & Expectations

All Performance Starts with Clear Goals and Expectations

Work Structure, Rules & Expectations

- Master plan for project work
- 2-week work "sprints"
- Core hours: 10 am-2 pm
- Inform group when offline

Trust & Accountability

"The overwhelming majority of managers have an inherent belief that they can't manage what they can't see."

— The Virtual Manager

LEADERSHIP TRAITS FOR BEST MANAGING VIRTUAL WORKERS
CISCO
NATURALLY PROACTIVE
01
COMFORTABLE WITH AMBIGUITY
03
02
GOOD COMMUNICATION SKILLS

~60%
senior executives say EARNING TRUST is MAJOR CHALLENGE for virtual team leaders
BRANDMAN University
Chapman University System

4x
LONGER
TO BUILD TRUST
IN A VIRTUAL
ENVIRONMENT
Virtual
TEAM BUILDERS

"Trust but Verify."
- Ronald Wilson Reagan

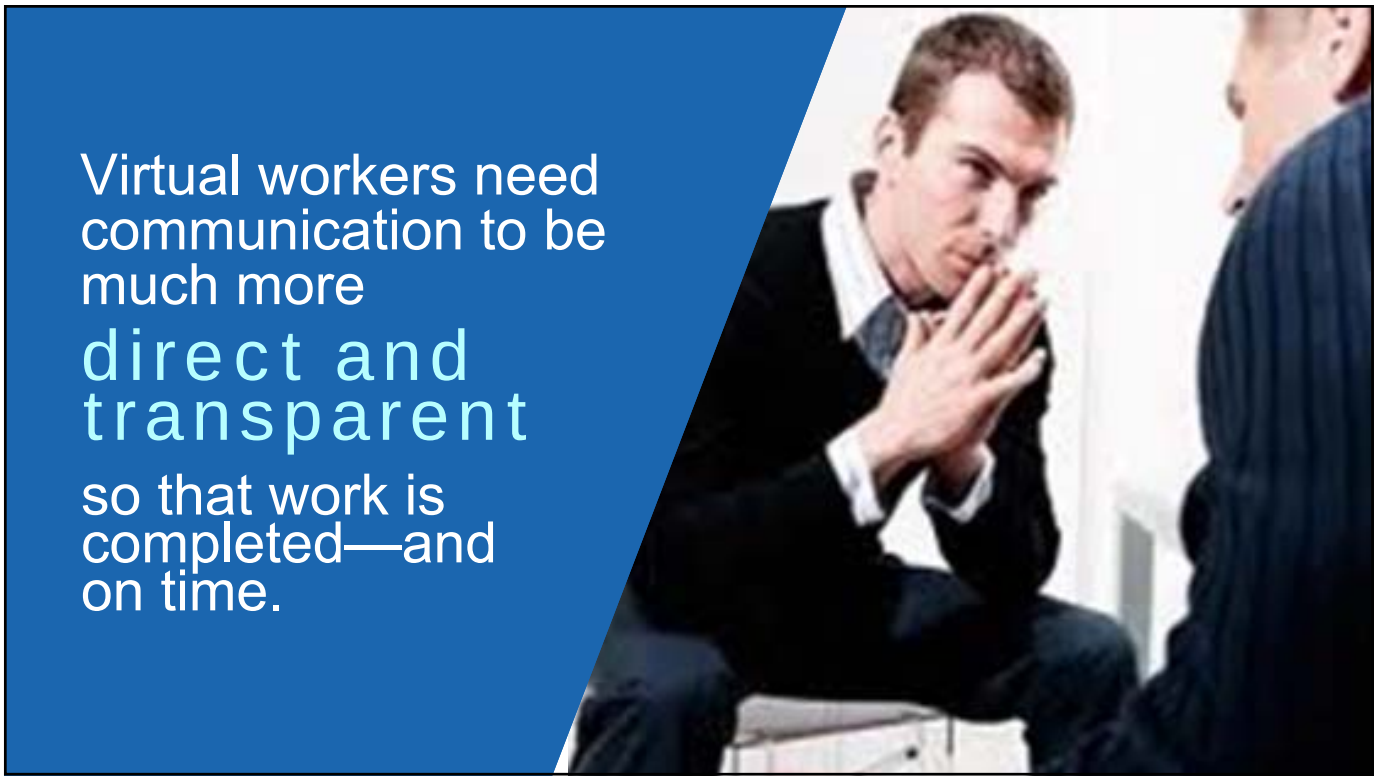
15-minute daily "stand up" meeting

Each member reports:

1. Yesterday's results
2. Today's work
3. Potential obstacles

Extraordinary Communication

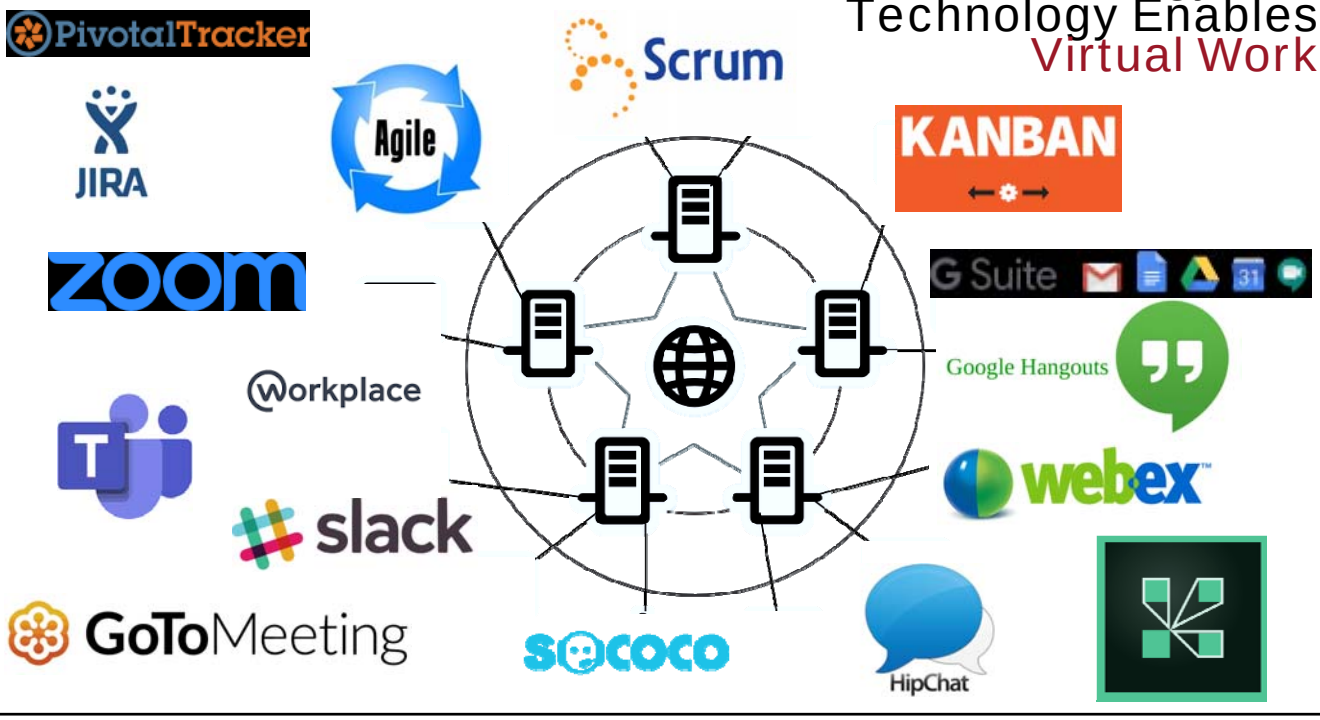
COMMUNICATION
is Top Employee Motivator according to . . .
95%
of employees*
48%
of executives**
* Post-doctoral research by Dr. Bob Nelson
** Interviews with executives by Accountemps


Virtual workers need communication to be much more
direct and transparent
so that work is completed—and on time.

Work Structure, Rules & Expectations

- Constant contact with work group
- Manager to team member & betw members
- Tech work tools to keep in touch
- Non-standard meetings for problems

Methodology and Technology Enables Virtual Work



CHALLENGES OF TODAY'S TECHNOLOGIES

- Out of sight, out of mind
- Overcoming one-way communication
- Loss of contextual clues

Software available to verify work

InterGuard Time Doctor

Teramind **Hubstaff**

VeriClock innerActive

ActivTrac

Inclusion & Collaboration

All relationships are built on shared experiences

For virtual employees…

- Spend more time upfront orienting them
- Have team share information about themselves
- Hold periodic team-building activities
- Have “one-on-ones,” incl career development

INCLUSION VIA "VISIBILITY"

- There's a positive correlation between visibility and perceived care.
- Active presence at all times by taking initiative to return emails & phone calls.

STANDARDS FOR RESPONSE TIME

Virtual Recognition & Rewards

The Greatest Management Principle in the World

You Get What You Reward

When You Get Serious About Performance

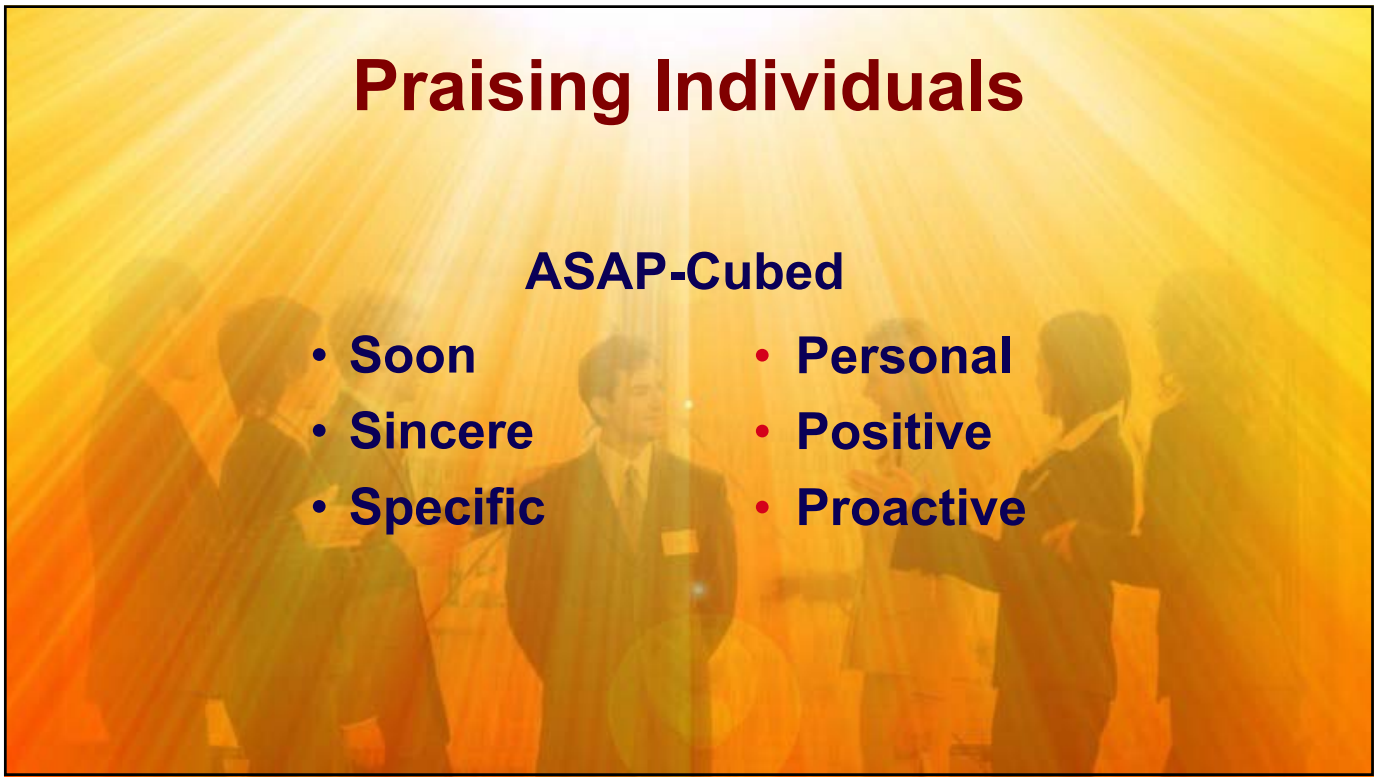
You Have to Get Serious About Recognition

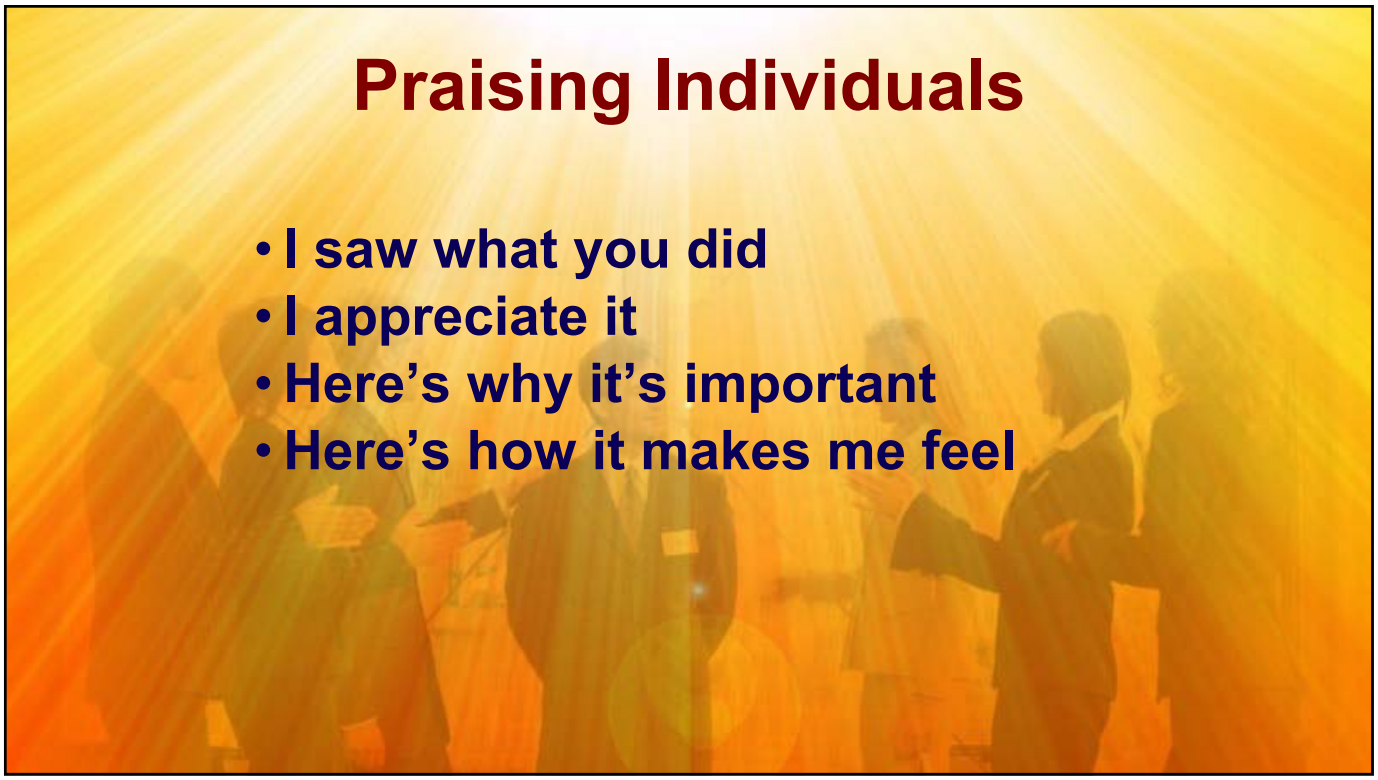
Personal and Public Praise

Thanks and Praise

- Personal
- Written
- Electronic
- Public

Based on post-doctoral research by Dr. Bob Nelson


Praising Individuals
ASAP-Cubed
• Soon
• Sincere
• Specific
• Personal
• Positive
• Proactive

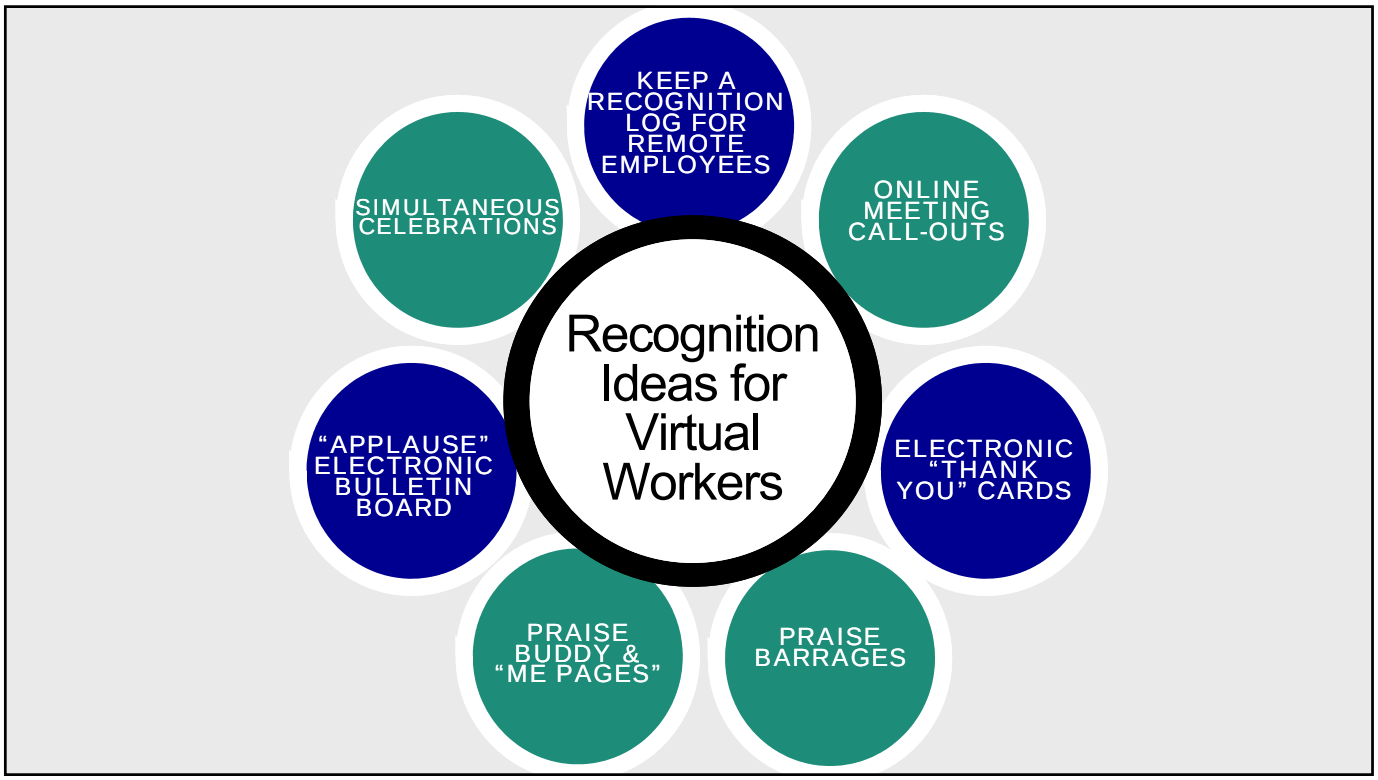

Praising Individuals
• I saw what you did
• I appreciate it
• Here's why it's important
• Here's how it makes me feel

Praising Strategies

- Praise someone directly
- Praise them in front of others
- Praise them when they're not around (i.e., positive gossip)

Guidelines for Virtual Recognition

1. Identify motivators & how they'd like to be recognized
2. Do at least what you do for your traditional employees
3. Do even more; virtual workers "out of sight, out of mind"
4. Follow up with face-to-face recognition whenever possible


Recognition Ideas for Virtual Workers
KEEP A RECOGNITION LOG FOR REMOTE EMPLOYEES
ONLINE MEETING CALL-OUTS
ELECTRONIC "THANK YOU" CARDS
PRAISE BARRAGES
PRAISE BUDDY & "ME PAGES"
"APPLAUSE" ELECTRONIC BULLETIN BOARD
SIMULTANEOUS CELEBRATIONS

Qualcomm
Logged in as Christi
Return to Administrator Session
ThankQ
Give Recognition
Events
Follows
Game
Shop
ThankQ Tips
Go ahead, say thanks!
Sharing your gratitude makes a big impact. It feels good to be appreciated – and building a culture of recognition creates a positive work environment and drives our business success!
Give Recognition
Christi Gilhoi recognized Elaine Regalado
Enter Claim Code
Submit Code

MANAGING VIRTUAL WORKERS TODAY
1) Clear Goals & Expectations
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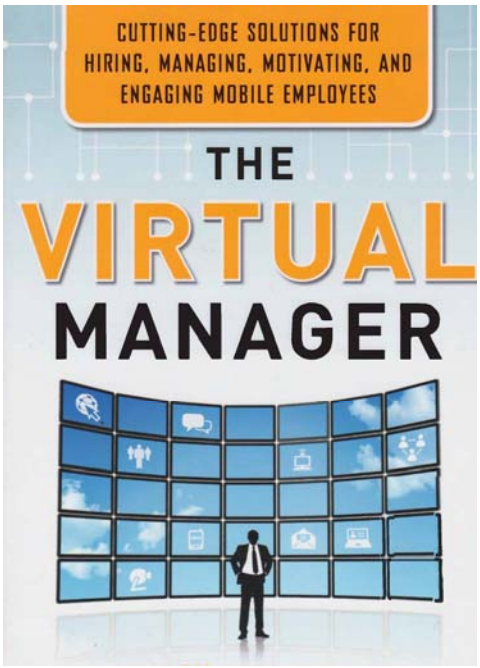
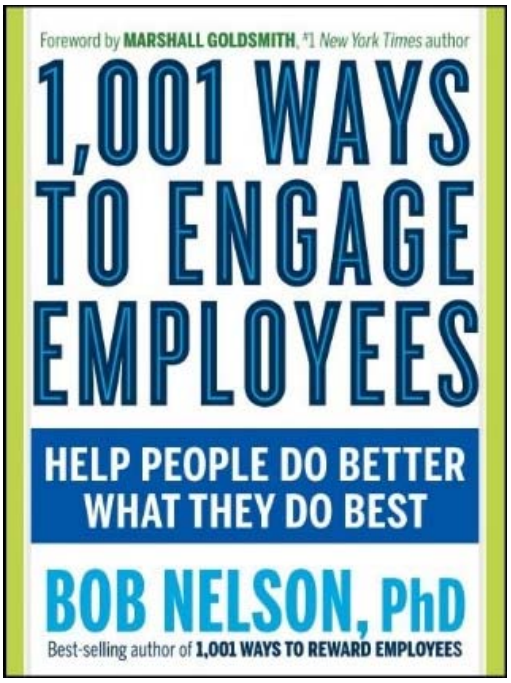
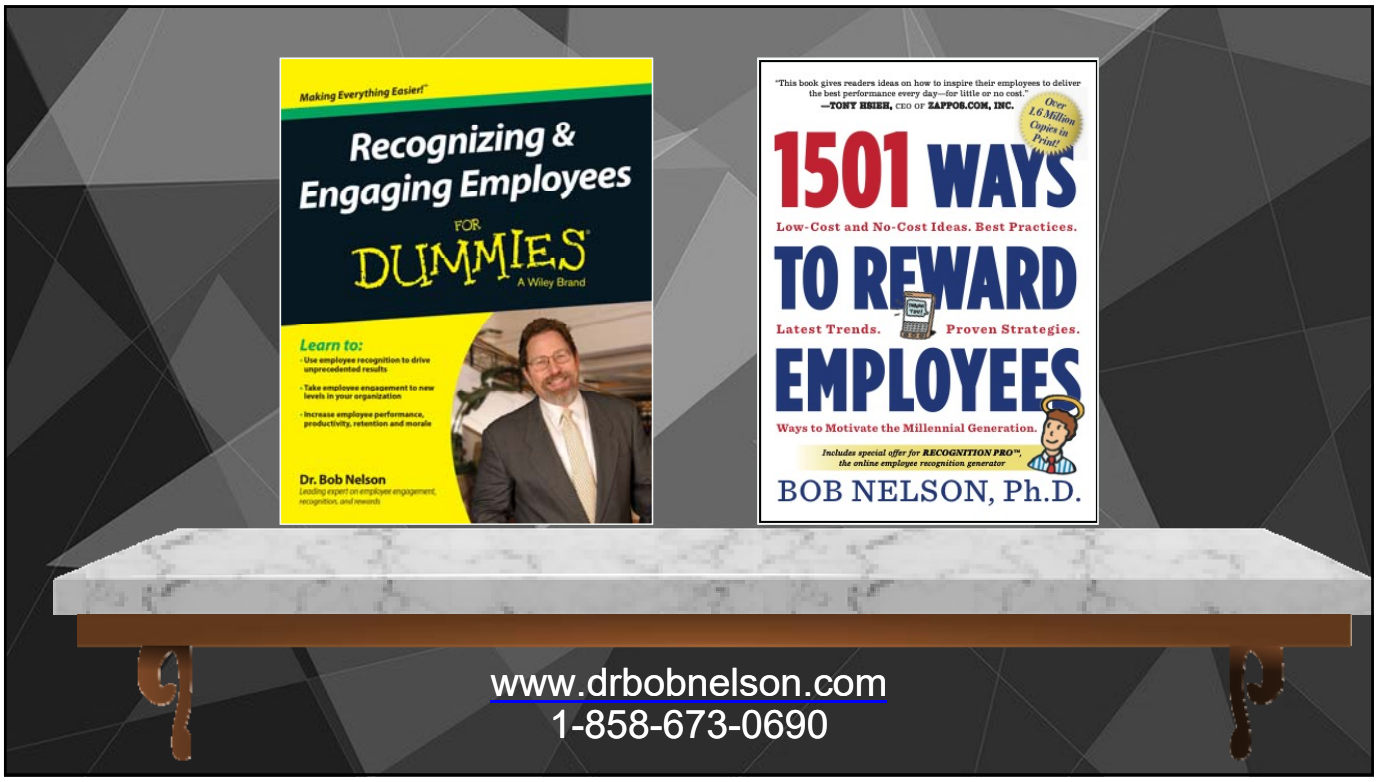

CUTTING-EDGE SOLUTIONS FOR HIRING, MANAGING, MOTIVATING, AND ENGAGING MOBILE EMPLOYEES
THE VIRTUAL MANAGER


Foreword by MARSHALL GOLDSMITH, #1 New York Times author
1,001 WAYS TO ENGAGE EMPLOYEES
HELP PEOPLE DO BETTER WHAT THEY DO BEST
BOB NELSON, PhD
Best-selling author of 1,001 WAYS TO REWARD EMPLOYEES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—TONY HSIEH, CEO OF ZAPPOS.COM, INC.
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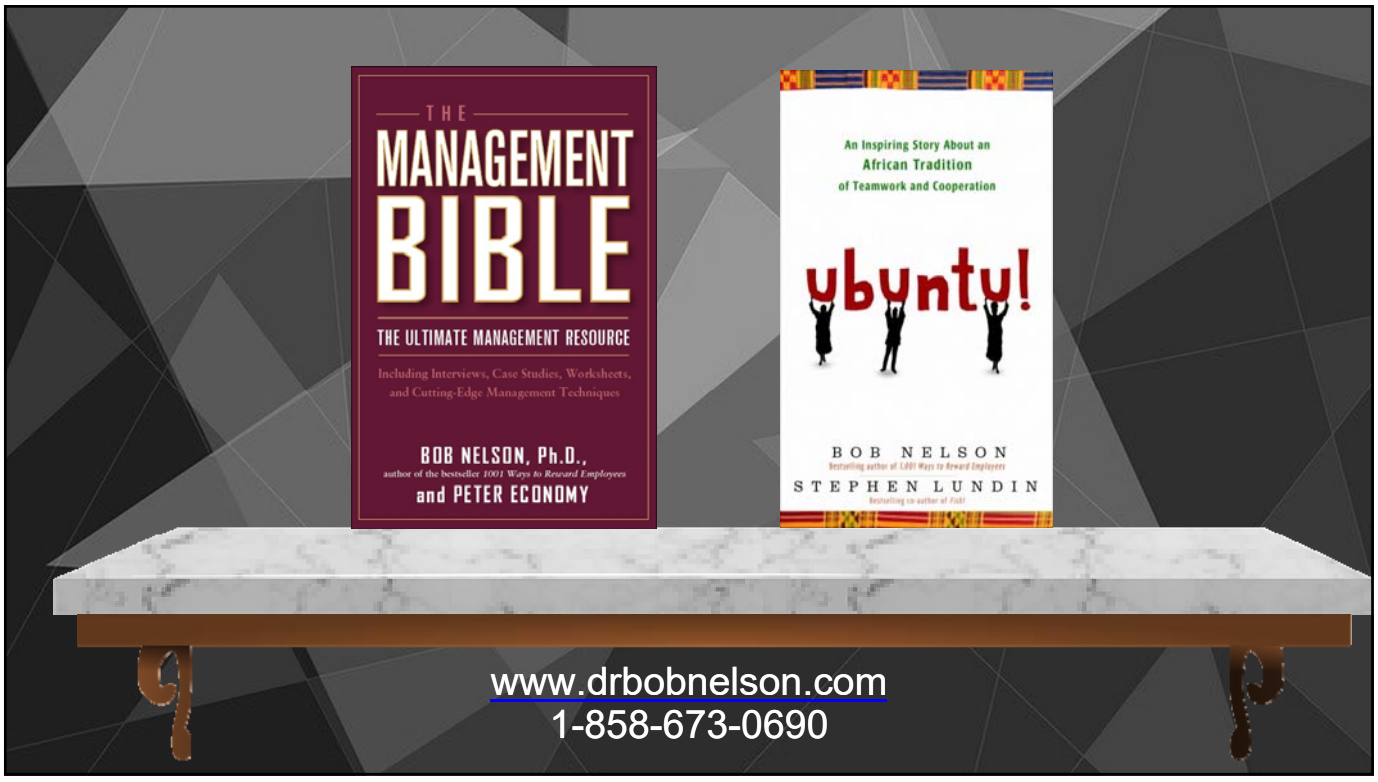
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Questions?

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