

LEADERSHIP: THE CATALYST FOR CREATING A TELEWORK CULTURE

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1: cultura aziendale del non presidio | Italian to English | Human Resources

How Leaders Create the Organizational DNA That Makes Telework Successful - Leading Telework Teams in the Virtual World - Leadership: The Catalyst for Creating a Telework Culture.

Subscribe to our monthly newsletter and receive our High Performance Leaders eBook. The history and statutory framework for telework grew out of a need to tackle transportation issues and served as a powerful recruitment and retention tool for the Federal Government. Telework has the potential to improve employee morale, enhance work-life balance, improve the capacity to achieve mission and operational goals, and increase productivity. With the advent of the Telework Act, telework is now also a method for managing disruptions to the workplace during times of severe weather or other emergencies, as well as a way to reduce the overhead costs and real estate footprint of the Federal Government. As such, agencies are now integrating telework as a customary human capital practice for their workforces. To measure agency progress in achieving established telework outcome goals, the Act requires an assessment of the underlying value of telework programs. GAO studied telework policies at six agencies of various sizes: All of the agencies cited positive effects of letting some of their employees work from home. Without data on net benefits, including cost savings associated with telework, agencies have incomplete information to determine the value of telework through assessing whether the benefits being achieved outweigh the costs incurred. Through our decades of experience working with federal agencies, we have found agencies often lack sufficient data sets or have too much data. The former leads agencies to believe that they cannot derive accurate analysis, and the latter often makes it too difficult to know where to begin. We posit that the law of large numbers allows for an accurate analysis of teleworking when there is not much data or when there is too much data. In probability and statistics, the law of large numbers states that as a sample size grows, its mean gets closer to the average of the whole population. Large data sets would revert to the mean, and if there are no data sets to be had, reverting to the mean is appropriate. Because a portion of your staff is set up for telework, they can continue to productively work from home. How would you calculate this benefit? We calculated this very scenario for a federal agency in the D. Through research, we discovered the following: Suppose an agency has teleworkers working three days a week from home—teleworkers working five days a week from home and 50 teleworkers working one day a week from home. Carbon Emissions Reduction Analysis One of the interesting benefits of teleworking is the net benefit to society through the reduction of carbon emissions due to the fact that more cars are off the road. Agencies often struggle over this analysis because the calculation to determine the reduction in carbon emissions requires knowing how many miles employees avoid driving when they stop commuting to work. By grouping payroll zip codes, it does not take long to determine the average mileage for employees:

2: Concepts of Leadership

The leader as conductor --The leader's decision-making process: balancing strategy, tactics, and technology --How leaders create the organizational DNA that makes telework successful --Leading telework teams in the virtual world --Leadership: the catalyst for creating a telework culture --Accelerators: tiny leadership variables with high impact.

You have won the war on talent, and people are knocking on your door wanting to work at your company. Women not only have a seat at the table, but there is true balance between men and women at every level of the organization, from the top down. Your company has moved beyond having only a token number of women filling C-level and board seats; women now represent an equal part of the united voice of senior leadership. How did you reach this equitable and inclusive work environment at long last? It started by intentionally developing a very clear vision, like the one above, of what success looks like. When I spoke at the Masie Learning Conference last week, I started the dialogue with this exact visioning exercise. My immediate observation was that the session attendees, while having previously engaged in a number of visioning exercises at their company around the business, had never applied this strategy to creating a culture of inclusion and gender equity. The intent of this session was not only to inspire people to develop a vision for gender inclusion. It was also to provide ways to break out of the same old narrative in thinking about how to achieve thisâ€”ways that in some cases may be disruptive. Start with a vision. As noted above, being able to see where you want to go is critical to getting there. When rolling out the vision, you can bring it to life with storytelling, sharing examples that illustrate the types of behaviors, relationships, and culture that are desired. Move this out of the realm of dream or conversation into reality by showing people specifically how they can work together to amplify ideas, outcomes, and overall performance. Engage senior leadership in conversations with women about their career and experiencesâ€”and share this priority with women and men throughout the companyâ€”so that everyone sees visible support and intent from management regarding gender equity. Facilitate opportunities for sponsorship of women, and spotlight men as role models for demonstrating inclusive behaviors. Accountability at the top is key to successful culture change. Leaders and managers alike should conduct listening tours and engage with their female talent. Every leader and manager in the company should be pushed to ask questions and learn: Where are the women in the talent pipeline? What skills are we helping them to build? Are we providing sponsors as well as role models? Are we identifying and addressing unconscious bias at the leadership level? Are we providing leadership programs to identify opportunities to reinforce inclusive leadership? When looking at the pipeline, be proactive in taking steps to build a robust pipeline by: Examining key drivers and challenges that women experience throughout their career. Conducting focus groups and interviews with women to identify important skills, experiences, and growth opportunities they need to grow and advance throughout the pipeline and stay in the organization. Providing targeted development programs and experiences for women that address their Sticky Floors , especially early and mid-career women. Development areas should include topics such as:

3: Articles Archives - The Clearing The Clearing

More than cables and codes, telecommuting or virtual teams, leadership is the catalyst that unleashes the power of technology to improve performance, achieve organizational goals and help individuals and teams reach their full potential.

Regardless of how one labels it, the truth remains the same: However, for remote work to be successful, employers must make sure such practices are properly applied and implemented with strict standards to ensure employee accountability, high performance, and productivity. Telework is obviously not for every employee. It all depends on the job at hand. First, an employee must be qualified, eligible, ready, willing and able to work remotely. And second, an employee must demonstrate exemplary performance on a consistent basis whether working inside or outside of the traditional office arrangement. Telework also helps employees recharge and maintain some semblance of a work-life balance. This is an especially important incentive to recruit Millennials. Although many jobs are not conducive to telework, others might be a good fit. Telework is likewise beneficial for those with family and caregiver responsibilities, plus employees with disabilities and serious medical conditions. Thus, companies who ignore telework do so at their peril. Employer Intransigence

So why are so many employers still intransigent regarding telework adoption? The answer is twofold: Most managers may not trust their employees to work from home or other remote locations. However, micromanagement and clock watching are not workplace best practices. Moreover, it takes time for status-quo employers to accept new ways of doing business. This is more challenging for CEOs and the C-suite when veteran managers fight innovative change in favor of antiquated work policies. Unfortunately, too many managers have tunnel vision regarding telework. Just showing up at work is not nearly enough to make a disengaged employee a human capital asset. Moreover, many managers are afraid of relinquishing any control over those they supervise. This is because they think it will weaken their management ability and be perceived as a loss of authority and power. However, is it asking too much for managers to give some high-performing employees the benefit of the doubt regarding telework? The many benefits to employers include: Increasing bottom-line productivity and profit, Boosting employee morale, engagement and job satisfaction, Saving millions of dollars on expensive building leases and office space, Ensuring continuity of operations during emergencies and shutdowns, Fostering a more healthy workforce both physically and mentally , Accommodating workers with major family and caregiving responsibilities, Reducing chronic absenteeism and high health care costs, and Decreasing harmful pollution inherent with gas-guzzling commutes. What should matter most to employers are tangible results rather than where or when work is done. Orâ€¦

Teleworkers who exceed performance goals and boost productivity and profit margins? The high-tech Information Revolution means the traditional brick-and-mortar workplace paradigm is undergoing a radical shift to a virtual work environment, albeit slowly but surely. A new era means new and better ways of doing business. Business leaders must accept the reality that working remotely will soon be the new normal, whether they like it or not. Moreover, as noted above, telework is a potent incentive to attract a new generation of workers. The fact is that Millennials or Gen Y are over 80 million strong and growing. This new generation of future leaders are entering the workforce at increasing rates and will account for the largest age-based work demographic in the coming decades â€” followed by Generation Z â€” as Baby Boomers and Gen Xers incrementally retire. This new generation of young innovative leaders will fully embrace the new reality that many aspects of work are inextricably linked to virtual environments based on the latest high-tech business innovations and smart devices.

4: Why Telework Makes Good Business Sense | BIZCATALYST Â°

This is the first in our leadership speaker series of articles that looks at stimulating change for passion & profits.. What's the secret to creating a culture of leadership that will take your organization forward for years to come?

In conducting a Leadership Culture Assessment, we always work with our clients to customize our focus and to determine the optimal level of client involvement and ownership in the diagnostic process. As with individual leaders, leadership cultures are capable of evolving through distinct levels of agility. In Expert leadership cultures managers operate within silos with little emphasis on cross-functional teamwork. Organizational improvements are mainly tactical and incremental. Managers are overly involved in their subordinates work, fighting fires and interacting with direct reports one-on-one. As a result, managers have little time to approach their own role strategically. In Achiever leadership cultures managers articulate strategic objectives and make sure they have the right people and processes in place to achieve these objectives. Managers work to develop effective teams, orchestrating them to achieve important outcomes. This is a culture that encourages and rewards customer-focused cross-functional teamwork. Change initiatives typically reflect an analysis of the larger environment, and consultation with key stakeholders is a cultural norm. Catalyst leadership cultures are animated by a compelling vision that includes high levels of participation, empowerment, and teamwork. Collaboration; decisiveness; and candid, constructive conversation are norms. Senior teams become living laboratories that create this kind of culture within the team and then work together to promote and encourage this culture in the organizations they lead. Leaders not only coach their people, they also actively solicit informal feedback and work to change their behavior in ways that are beneficial to the organization and themselves. This web-based survey, which utilizes the same questions employed in our Leadership Agility , generates an aggregate assessment of the individual agility levels of leaders at one or more tiers of management for example, middle-level leaders. This assessment takes the form of a cascading top-down evaluation, in which multiple executives comparatively assess managers at the next level s down. This methodology can also be used to support succession planning efforts. For more information about this assessment, contact Debbie Whitestone: In these live sessions often about a half-day we gather employee perceptions about key organizational issues. Consultant Assessments with Facilitated Action Planning. We have decades of experience doing tailored qualitative assessments of the strengths and limitations of leadership cultures. This diagnostic work typically focuses not only on the culture as a whole, but also on significant dynamics within and between key organizational groups e. These assessments typically include 1 data collection using some combination of interviews, brief questionnaires, and observation of key meetings, 2 a written report with analysis of the data and recommended action steps, and 3 a facilitated Feedback and Action Planning Meeting, where a client group works through its own assessment of the data and commits to action steps, informed by consultant findings and recommendations.

5: Inclusive Business Culture - EARN

Essentials for establishing and driving an effective telework program to achieve anticipated benefits include creating a change vision, engaging support, and establishing the need for change. All of these steps contribute to the development of a solid business case for telework.

Concepts of Leadership I used to think that running an organization was equivalent to conducting a symphony orchestra. There is more improvisation. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never ending process of self-study, education, training, and experience Jago, This guide will help you through the journey. To inspire your workers into higher levels of teamwork, there are certain things you must be, know, and, do. These do not often come naturally, but are acquired through continual work and study. Good leaders are continually working and studying to improve their leadership skills; they are NOT resting on their past laurels. Knowledge in Life and Society Leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Some other popular definitions of Leadership are: A process whereby an individual influences a group of individuals to achieve a common goal Northouse, , p3. One of their definitions is a process by which a person influences others to accomplish a mission U. Leadership is inspiring others to pursue your vision within the parameters you set, to the extent that it becomes a shared effort, a shared vision, and a shared success Zeitchik, Leadership is a process of social influence, which maximizes the efforts of others, towards the achievement of a goal Kruse, Note that all the definitions have a couple of processes in common: A person influences others through social influence , not power, to get something accomplished bosses use power to get things done. Leadership requires others, who are not necessarily direct-reports, to get something accomplished. There is a need to accomplish something. Leaders carry out this process by applying their leadership knowledge and skills. This is called Process Leadership Jago, However, we know that we have traits that can influence our actions. This is called Trait Leadership Jago, , in that it was once common to believe that leaders were born rather than made. These two leadership types are shown in the chart below Northouse, , p5: Knowledge and skills contribute directly to the process of leadership, while the other attributes give the leader certain characteristics that make him or her unique. For example, a leader might have learned the skills in counseling others, but her traits will often play a great role in determining how she counsels. A person who has empathy will make a better counselor than a person who thinks the employees are simply there do accomplish her biddings. Skills, knowledge, and attributes make the Leader, which is one of the Factors of Leadership. Factors of Leadership There are four primary factors of leadership U. Leader You must have an honest understanding of who you are, what you know, and what you can do. Also, note that it is the followers, not the leader or someone else who determines if the leader is successful. If they do not trust or lack confidence in their leader, then they will be uninspired. To be successful you have to convince your followers, not yourself or your superiors, that you are worthy of being followed. Followers Different people require different styles of leadership. For example, a new hire requires more supervision than an experienced employee does. A person who lacks motivation requires a different approach than one with a high degree of motivation. You must know your people! The fundamental starting point is having a good understanding of human nature, such as needs, emotions, and motivation. Communication You lead through two-way communication. Much of it is nonverbal. What and how you communicate either builds or harms the relationship between you and your followers. Situation All situations are different. What you do in one situation will not always work in another. You must use your judgment to decide the best course of action and the leadership style needed for each situation. For example, you may need to confront an employee for inappropriate behavior, but if the confrontation is too late or too early, too harsh or too weak, then the results may prove ineffective. This is because while traits may have an impressive stability over a period of time, they have little consistency across situations Mischel, This is why a number of leadership scholars think

the Process Theory of Leadership is a more accurate than the Trait Theory of Leadership. Various forces will affect these four factors. Examples of forces are: The first two explain the leadership development for a small number of people, while the third one is the dominant theory today. Some personality traits may lead people naturally into leadership roles. This is the Trait Theory. A crisis or important event may cause a person to rise to the occasion, which brings out extraordinary leadership qualities in an ordinary person. This is the Great Events Theory. People can choose to become leaders. People can learn leadership skills. This is the Transformational or Process Leadership Theory. It is the most widely accepted theory today and the premise on which this leadership guide is based. Management versus Leadership While management and leadership have a great deal in common, such as working with people and accomplishing the goals of the organization, they do differ in their primary functions Kotter, For more information on the differences between management and leadership see the next chapter: Although your position as a manager, supervisor, lead, etc. Leadership differs in that it makes the followers want to achieve high goals called Emergent Leadership , rather than simply ordering people around Rowe, Thus, you get Assigned Leadership by your position and you display Emergent Leadership by influencing people to do great things. Total Leadership What makes a person want to follow a leader? People want to be guided by leaders they respect and who have a clear sense of direction. To gain respect, they must be ethical. A sense of direction is achieved by conveying a strong vision of the future. When people are deciding if they respect you as a leader, they do not think about your attributes, rather, they observe what you do so that they can determine who you really are. They use this observation to tell if you are an honorable and trusted leader or a self-serving person who misuses authority to look good and get promoted. Self-serving leaders are not as effective because their employees only obey them, not follow them. They succeed in many areas because they present a good image to their seniors Good leadership is honorable character and selfless service to your organization. Trust and confidence in top leadership was the single most reliable predictor of employee satisfaction in an organization. Effective communication by leadership in three critical areas was the key to winning organizational trust and confidence: Helping employees understand how they contribute to achieving key business objectives. So in a nutshell “ you must be trustworthy and you need to be able to communicate a vision of where the organization needs to go. The next section, Principles of Leadership, ties in closely with this key concept. Principles of Leadership To help you be, know, and do, follow these eleven principles of leadership U. The rest of the chapters in this Leadership guide expand on these principles and provide tools for implementing them: Know yourself and seek self-improvement - In order to know yourself, you have to understand your be, know, and do, attributes. Seeking self-improvement means continually strengthening your attributes. This can be accomplished through self-study, formal classes, reflection, and interacting with others. Seek responsibility and take responsibility for your actions - Search for ways to guide your organization to new heights. And when things go wrong, as they often tend to do sooner or later “ do not blame others. Analyze the situation, take corrective action, and move on to the next challenge. Make sound and timely decisions - Use good problem solving, decision making, and planning tools. Set the example - Be a good role model for your employees. They must not only hear what they are expected to do, but also see. Keep your workers informed - Know how to communicate with not only them, but also seniors and other key people. Develop a sense of responsibility in your workers - Help to develop good character traits that will help them carry out their professional responsibilities. Ensure that tasks are understood, supervised, and accomplished - Communication is the key to this responsibility. Train as a team - Although many so called leaders call their organization, department, section, etc. Use the full capabilities of your organization - By developing a team spirit, you will be able to employ your organization, department, section, etc. Be loyal to the organization, perform selfless service, take personal responsibility. BE a professional who possess good character traits. KNOW the four factors of leadership “ follower, leader, communication, situation. Environment Every organization has a particular work environment, which dictates to a considerable degree how its leaders respond to problems and opportunities. This is brought about by its heritage of past leaders and its present leaders. Goals, Values, and

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Concepts Leaders exert influence on the environment via three types of actions: The goals and performance standards they establish.

6: Visioning Is the First Step to Creating a Culture of Inclusion | SHAMBAUGH Leadership

Health care leaders consistently give voice to the importance of culture and safety. Asked to name the top leadership skills needed for success in the evolving health care environment, members of the NEJM Catalyst Insights Council “made up of health care executives, clinical leaders, and

7: Catalyst Leader | Home

Today's high-tech mobile/digital world is already an integral part of contemporary society and is fast becoming a permanent fixture of the modern-day global work culture. Thus, companies who ignore telework do so at their peril.

8: Leadership Culture Assessment : ChangeWise

OPM's Government-wide and Performance Culture group maintains a number of resources to help senior leadership plan for a more robust Work-Life presence within agencies. Samples include: www.enganchecubano.com provides guidance and information for leadership, managers and employees.

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