Leadership and learning are indispensible to each other.

John F. Kennedy

We are what we repeatedly do. Excellence, therefore, is not an act
but a habit. ~Aristotle~
What is the pajama effect?

“The pajama effect is the ability of those connected via digitally mediated communications, such as telecommuters and online learners, to blend their private and public lives while remaining highly productive as they work, play and learn online.”

Baggio and Beldarrain (2008)

Who is the pajama effect?

28% of the workforce works online at least 1 or 2 days a week

50 million U.S. workers (about 40% of the working population) could work from home at least part of the time

2009 the Office of Personnel Management reported that approximately 102,000 Federal employees telecommute

By 2013 telecommuters are expected to increase by 65 percent in the public sector and 33 percent in the private sector

What is the pajama effect?


Success requires a management style based on results not observation.

Why is the Pajama Effect so important?

- 280 million barrels of oil (37% of Gulf oil imports)
- 9 million cars permanently off the road.
- Gas savings would total more than twice what the U.S. currently produces from all renewable energy sources.

Why is the Pajama Effect is so important?

- Full-time telecommuters save companies approximately $20,000 per employee.
- Half-time telecommuting by those with compatible jobs (40%) and a desire to do so (79%) would save companies, communities, and employees over $650 billion a year.
- Increased productivity, reduced office expense, lower absenteeism & turnover, reduced travel, less road repairs, less gas consumption, & other savings.

What are our objectives?

- Recognize that certain Respond-abilities are necessary to be a successful
- Recognize that these attitudes & behaviors can be learned
- Establish what characteristics of the virtual workplace
- Determine what are your strengths & weaknesses in responding
- Develop some practical approaches to assure success
What are the characteristics of the virtual environment?

1. Open and flexible but grounded on a common business vision.
2. Vulnerable to change but highly adaptable.
3. Provides personal privacy but demands collaboration across boundaries.
4. Highly informal but results oriented.
5. Geographically detached but virtually connected.

Respond-ability #1: Act with Autonomy

Respond-ability #2: Set & Enact Priorities
Respond-ability #3: Be Creatively Productive

Provides personal privacy but demands collaboration across boundaries.

Respond-ability #4: Make Responsible Choices

Highly informal but results oriented.

Respond-ability #5: Align Connections

Geographically detached but virtually connected.
Five Respond-Abilities

1. Act with Autonomy
2. Set & Enact Priorities
3. Be Creatively Productive
4. Make Responsible Choices
5. Align Connections

Open and flexible but grounded on a common business vision.

Act with Autonomy

To act with independence or freedom, as of the will or one's actions.

Can you really think out of the box?
## Autonomy
Open and flexible but grounded on a common business vision.

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<thead>
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<th>Internal</th>
<th>Positive</th>
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### What inspires you?

- Perfect Ideas
- Cool Ideas
- Good Ideas
- Bad Ideas

### What distracts you?

- Arrows: Attracted
- Darts: Pull
Autonomy: Open and flexible but grounded on a common business vision.

Freedom

Relaxed

Set & Enact Priorities

Vulnerable to change but highly adaptable.
Vulnerability

- Exposure
- Sensitivity

Potential Impact

Adaptive Capacity

Vulnerability

Can you set boundaries?

Physical Boundaries
Emotional Boundaries

Connection Boundaries

Time, Space Boundaries

Efficiency isn’t just about time to take a specific action or make a decision - it’s about making the right connections at the right time.
Can you mix business with pleasure?

Derailing your own success

Symbols & the Subconscious Mind
Enact Priorities
Vulnerable to change but highly adaptable.

Enact Priorities
Vulnerable to change but highly adaptable.

Be Creatively Productive

Fun, Frolic, and Focus
Privacy

A Private Life

In what ways are you creative?
Process vs. Project

Ways to be free to create

Helpful strategies
1. No judgment
2. Have fun
3. Associate
4. Use your senses
5. Try something new
6. Change perspective
7. Delete the word can’t

Why is virtual time different?
It's 8 AM in India

A 24/7/365 World

Make Responsible Choices
Are you true to who & what you are?

Self Awareness

Intentions

No one is happy without goals, and no one is happy without faith in his own ability to reach those goals.

Honesty
Case 1: Susan

Susan decided to start working from home because she has a one year old son and does not want to put him in daycare. Besides, she enjoys spending time with him and caring for him. Susan works full time for a software developer and her job requires her to attend weekly virtual meetings with her teammates, who also work remotely. During the virtual meetings, the group often discusses important issues about the latest projects, therefore it is important that everyone pay attention and offer input. Susan believes she is very good at multi-tasking. As a matter of fact, right before the meeting starts, she is quick to put a load of laundry in the washer, and prepare little Tommy’s bottle. She is organized and feels good about working from home. The more comfortable Susan feels about multitasking, the more challenges she takes on. Just the other day, however, Susan received a complaint from a colleague who said her input was minimal and therefore she was no longer helpful to the team. She was shocked. Her colleague also complained that on several occasions the group could not focus on the meeting because they could hear little Tommye making noises or crying in the background. How can Susan make responsible choices in regards to blending her private and her professional life?
Highly informal but results oriented.

A new way of listening

Communication skills in the digital workplace
Virtual teams

Case 2: Mark
Mark works for a global pharmaceutical company based in California. The company has production facilities in Austria and in the US. Mark has been asked to develop new marketing strategies for the European market but he does not understand much about it yet. When he contacted his Austrian colleagues via email asking for help, Mark was inundated with email responses and ideas. Mark however, is having a hard time understanding what they mean, and he is frustrated with all the long emails back and forth. How can Mark better align his connections?

Case 3: Kelly
Kelly is new to telecommuting, she works from home three times a week and the other two days she works from the main office. Kelly works for an auto insurance company providing quotes for corporate vehicle fleets. She dutifully follows the company script and the fee schedule because she is afraid of giving too much flexibility to the client. She does not want to do anything wrong or get in trouble with her boss. One day however, a very large client asked Kelly to make some urgent changes to their coverage. The changes were nothing out of the ordinary, but Kelly had never dealt with a similar situation. Kelly hesitated and said she that she was not able to make a decision and she needed to talk to her boss first. Kelly called her boss but she forgot that he was out on vacation that week. Unable to get his needs met, the customer called Kelly at the end of the week and switched coverage from Kelly’s company over to their competitor. Which responsibility would have helped Kelly save this key account?
Case 4: Mary
Mary likes working from home because she has aging parents and it makes it easier for her to take them to the doctors and do the shopping. Mary is always making excuses for not getting things done on time. But it is not her fault, her parents are demanding and things just seem to happen to her. First it was the internet connection that went down, then her computer had a virus, and then her mother fell. She loves her job but she is getting deeper and deeper into trouble with her supervisor because she can never meet the deadlines she agrees to. She has her home office in the downstairs den, which is next to the laundry room. That is a distraction when her laundry has to be done or when her father comes down and stops to chat. Which respond-ability would help Mary be able to meet more deadlines and maybe save her job?

Case 5: Harry
Harry is a very talented and creative graphic designer. He runs his own independent business from his home. He loves what he does and he is good at it that is when he manages to get his projects to his clients on time. Harry has an old Mac and sometimes has software issues. He has all the software he needs to get the job done but gets very upset when things don't go exactly like he thinks they should. He is constantly afraid that what he is producing is not good enough. He tries to do everything exactly like he learned it in school but sometimes it just won't work. He is a perfectionist and wants it done right. He seems to always have an excuse why the project is not ready. Which respond-ability would help Harry be able to meet more project deadlines?
Review

What “respond-abilities” do you need to be successful in the digital world?
What does it take to learn these abilities?
What enables you to blend the different facets of your life successfully?
What are the roadblocks to your success?
Name one practice you can do now to assure success.