Leadership and learning are indispensable to each other — John F. Kennedy

Leading, Inspiring & Measuring Performance in the Virtual Workplace

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What's so different about the online environment?

Managing the Invisible

Technology is not technology if it happened before you were born... Sir Ken Robinson

Change, fear, adaption... Change, fear, adaption... Change, fear, adaption... Change
Exponentially to communicate & collect data

Change not only where but how

The Pajama Effect
In the virtual environment:
How can you effectively lead?
How can you inspire others?
How can you measure performance?

Let's look at: Silver, Halpem and Roselle, LLC
Exercise: Touchpoints Analysis

Leading in an Online Environment
Touchpoints affect mental, emotional and physical well being

What good leaders do:
- Navigate within the structure & procedures
- Clear Communications
- Read between the lines

“The most important thing in communication is hearing what isn’t said.”
Peter Drucker
How & why do you want to lose the straight jacket?

Attitude is Everything
What get's in the way?

Stereotyping
Depersonalizing
Controlling
Not all that flat

Corporate culture
Expectations & Influence

Conceptual:
- Organizational culture, shared expectations, view of the organization
- Branding, internal and external influences, social media
- Dialectics, semantics, intangibles that influence behaviors
Transactional:
- Operational interfaces, performance assessments, processes, manuals, organizational charts, mission statements, information systems, political structures

Actual:
- Interfaces that really happen, leader to leader, worker to leader, worker to worker, worker and performance tools, workers and organizational infrastructure

Let's look at GlobalNet, Inc.
Exercise: Cultural Analysis
Conceptual
Transactional
Actual
Killing Time Vampires: Segmenting

Why do time vampires exist in virtual environments?

Inspiring Performance with Virtual Workers
The X Factor

An inexpressible quality or something; something about a person that you cannot put your finger on; je ne sais quoi
The Urban Dictionary

Augmented Autonomy
Virtual Support Systems
available, accessible, relevant

Clear Expectations

Mutually Agreed Upon Success
Let's look at: The Bunker, Inc.
Exercise: Clear Expectations

Measuring Success in the Virtual Environment

Big Brother, Big Data
Write down the outcomes
Use action verbs that can be measured
Check the big picture
Collect the evidence
Name the measure

Focus on what matters most for success
Measure accomplishments not just work
Written in a common language
Are explicitly defined
Are valid
Are verifiable
Provide away to see if things are working

Measure accomplishments not just work

Written in a common language
Are Explicitly Defined
- Who owns the data?
- What is the unit of measure?
- How often?
- What is the quality of the data?
- Expectations (targets & thresholds)

Are Valid

Are Verifiable
Let's look at: Heritage Bank
Exercise: Virtual Performance

Metrics that Matter
How do you know?
You can't measure what you don't understand:

Pick One:
- Balanced Score Card
- Performance Prism
- Quantum Performance Management
- Tableau de Bord
- TQM
- Six Sigma
- Baldrige
  - etc.
  - Or make up your own.