Teleconsulting: Virtual Consultant Partnerships to Enhance the Practice of Organization Development

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Presented by:
Lockheed Martin Space Systems Company
The Virtual Team
Case Study
An Example & Perspective on Teleconsulting
Set up and Pre-Contracting

Discussion Question:
Identify the opportunities and derailers for this virtual OE engagement?
Terminology
A Profile of the Virtual World

- **Who**: Knowledge workers that don’t require intense desk work such as lab workers, employees that travel over 50% of the time, employees that don’t touch flight hardware, nomad workers, functional/support organizations

- **What**: The terms “telework,” “telecommuting,” “flexible workplace,” “remote work,” “virtual work,” “mobile work,” “home sources,” and “nomad workers” are all used to refer to work done outside of the traditional on-site work environment. These terms are defined in different ways and used in different contexts to refer to anything from jobs that are completely “virtual” or “mobile,” to arrangements that enable employees to work from home a few days per week or per month.

- **Where**: Is a good fit for; dense urban areas where eliminating employee commutes is seen as a perk, where there are high real estate costs, where the appropriate technology infrastructure is available

- **Why**: Reduced facility costs, increased space utilization, employee work/life balance and improved morale, work flexibility, recruiting and retaining top talent not limited by geography

“To become the absolute best place to work, communication and collaboration will be important, so we need to be working side by side.” -- Marissa Mayer, CEO, Yahoo
Teleworking Enables Teleconsulting

Who are teleworkers?

• Working at least part of the workweek outside the conventional workplace and interacting with others via virtual tools

• Typical teleworkers:
  • Sales, technical or consulting functions
  • Engineering, computer-related, analytical and data/documentation intensive

What is the trend?

• 1.1 to 2.1% growth over last 10 years
  • 2011 “World at Work” survey (600 US companies)
    • 50% offered part time and 33% offered full time telework
  • Employees increasingly have tasks that require them to work away from their assigned locations
  • Highest telework populations - West Coast tech companies

• Telework Enhancement Act of 2010
  • Framework to help Federal agencies in achieving greater agility in workforce management

“Work is what we do, not where we are.”
— ”Mobile Worker Toolkit: A Notional Guide”
A Case Study: The “What”
Case Study
An Example & Perspective on Teleconsulting Program Engagement: The “What”

Discussion Question:
Given this is a virtual engagement, what is your recommended OE approach to ensure success?
A Case Study: Roles Important to Teleconsulting
Case Study
An Example & Perspective on Teleconsulting
Roles Important to Teleconsulting

Discussion Question:
What are the opportunities and challenges for each role?
Case Study
An Example & Perspective on Teleconsulting
The Outcomes
Another Outcome...
Teleconsulting: Perspectives
Telework Effectiveness

Benefits reported by Teleworkers and their leaders:
- Higher productivity
- **Increased collaboration and more quality communications**
- Morale improvement
- Talent retention
- Reduce commute, distractions and lost time

**No responses below neutral**
Teleconsulting: Building a Model for Success

Leader’s Perspective

Organizational Infrastructure:
• Facility and IT enabled infrastructure and tools
• Performance Management:
  • Define performance – results focus
  • Facilitate performance – provide the right technology
  • Encourage performance – establish trust
• Internal policies

Virtual Leader Skills
• MBO: Enable virtual capability
• Mindset shift: Bias awareness
Teleconsulting: Building a Model for Success

OD Consultant Perspective

Relationships:
- Focus on client & organizational needs
- Build trusting relationships to sustain efforts
  - Start with face-to-face
- Define roles, give permission to give/get feedback, course correct
- Communicate, communicate, communicate

Teleconsulting Application & Advocacy:
- Learn & leverage virtual tools
- Highlight cost savings
- Advocate & educate for a virtual model
**Teleconsulting: Building a Model for Success**

**HRBP Perspective**

**Partnering:**
- Build a Trusting Relationship
- Define Roles
  - Learn and leverage strengths
  - Appreciate other’s styles
  - Respect each other’s calendar / commitments
  - Learn from one another

**Organizational Support:**
- Woven / integrated leadership team
  - Leveraging talent
  - Building horizontal capabilities
- Tools for success
- Applicable Learning / Development
Teleconsulting: A Sustainable Consulting Model

Client System

- Manage productivity
- Promote communication
- Build accountability and trust
- Address biases
- Increase employee engagement
- Realize cost savings
- Enable virtual capability

OD Leader

- Focus on client & organizational needs
- Build trusting relationships to sustain efforts
- Learn & leverage virtual tools
- Highlight cost savings
- Advocate & educate for a virtual model

OD Consultant

- Establish effective virtual network
- Interface with the organization Leadership / change agents
- Promote organizational dialogue
- Facilitate a learning environment
- Facilitate Systems Thinking
- Utilize tools for effective interaction

HRBP
Case Study
An Example & Perspective on Teleconsulting
Practical Application

Discussion Question:
What virtual applications have you applied at your company? Benefits? Disadvantages?
Questions?
Please Complete a Survey Before You leave!

Your feedback is greatly appreciated.

Thank You!