

Making the Business Case for Telework: Tips to Persuade Senior Management to Start, Grow or Maintain Your Telework Program

September 5, 2002 - 12:30 to 1:30 p.m. EDT

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We're ready to begin!



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Introduction

❖ Gil Gordon

- Welcome everyone!
- Agenda review is next
- Practicing what we preach about tools for telework
- Our thanks to WorldCom for providing support



www.gilgordon.com

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Agenda

- ❖ 12:35 Welcome by Tim Kane, President of ITAC
- ❖ 12:37 Topic overview - Gil Gordon
- ❖ 12:40 Presentation by Joe Roitz - AT&T
- ❖ 12:55 Open Q&A session
- ❖ 1:05 Presentation by Nancy DeLay & Nancy McMillan
Eli Lilly
- ❖ 1:20 Open Q&A session
- ❖ 1:28 Concluding remarks
- ❖ 1:30 Webinar ends



Review of Protocol

- ❖ Audience is in listen-only mode
- ❖ We will have two Q&A sessions later - you'll be told how to get into the queue to ask a question
- ❖ Please keep your questions *short and to the point* so we can respond to as many questions as possible



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Please welcome ...

Tim Kane

President, ITAC

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“To drive the growth and success of work
independent of location and promote the
economic, social and environmental
benefits of telework.”



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Why bother making the business case? (The answer isn't always obvious...)

- ❖ It forces a discipline on us
- ❖ It forces us to answer the “why bother?” question before someone else asks it
- ❖ How else are you going to compete for attention and resources?



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Your success depends on:



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Gaining Senior Management Support for Telework

Joseph Roitz

Telework Director, AT&T

(With assistance from

Dr. Braden Allenby

Vice President, AT&T

Environment, Health and Safety)

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Summary of AT&T's Telework Program

❖ Participation:

- 10% VO, 25% once a week or more, 50% once a month or more (base ~ 50,000 mgrs.)
- Broadly consistent over last several years
- Frequent teleworkers are teleworking more, occasional teleworkers less
- Rise of the VO organization

❖ Over \$100M in annual business benefit:

- \$65M: Productivity
- \$25M: Real Estate
- \$10M: Retention
- Increased job and career satisfaction
- Attraction to high performers
- Enhanced business continuity
- Environmental and community advantages

❖ Advantages (from employee research):

- Better balance of work / family life: 82%
- Improved productivity: 71%
- Shows that company cares: 70%
- Helps keep and attract best people: 63%

❖ Barriers (from employee research):

- Downloading large files: 42%
- Need to interact with others: 41%
- Slow access or performance: 41%



Getting Senior Management Support: Classic Tools

- ❖ **Put yourself in senior management's shoes**
 - What are the current corporate objectives and strategies?
 - How can telework help?
- ❖ **Calculate and analyze the business benefit**
 - Financial justification; business continuity; real estate; productivity; employee satisfaction
 - Statistical sampling of employee base is the most accurate way of measuring telework.
- ❖ **Find an executive champion**
 - Doesn't have to be from the traditional organizations that own telework
 - Must eat own dog food



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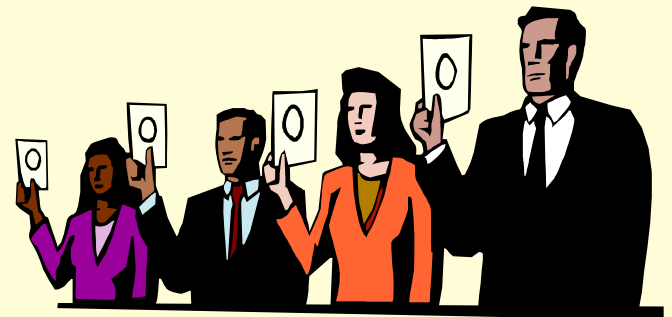
Getting Senior Management Support: Classic Tools (Cont'd.)

❖ Build a base of support

- Create a buzz... get people talking
- Executives should hear about telework from different places

❖ Stay small and nimble

- The less it costs, the more likely it is to get support
- A moving target is harder to hit



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❖ **Telework is a subversive business**

- It's about changing hundreds of years of managerial culture. Some love it, others hate it.
- Top management support is only one component of change.
- Over, under, around, behind and beyond.

❖ **Take advantage of technology**

- The decision to telework is made by individual managers and employees, not corporate.
- If the technology is in place, and the manager is OK with telework → go.



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Corporate Guerilla Warfare (Cont'd.)

❖ **Seize opportunities**

- Look for problems that telework can solve
- Look for ways to raise awareness at the executive level

❖ **The power of the cross functional team**

- Creates automatic support
- Makes projects legitimate

❖ **If it's to be, it's up to me.**

- Be personally committed to making it happen.
- Don't let lack of immediate support stop you. Think long term.

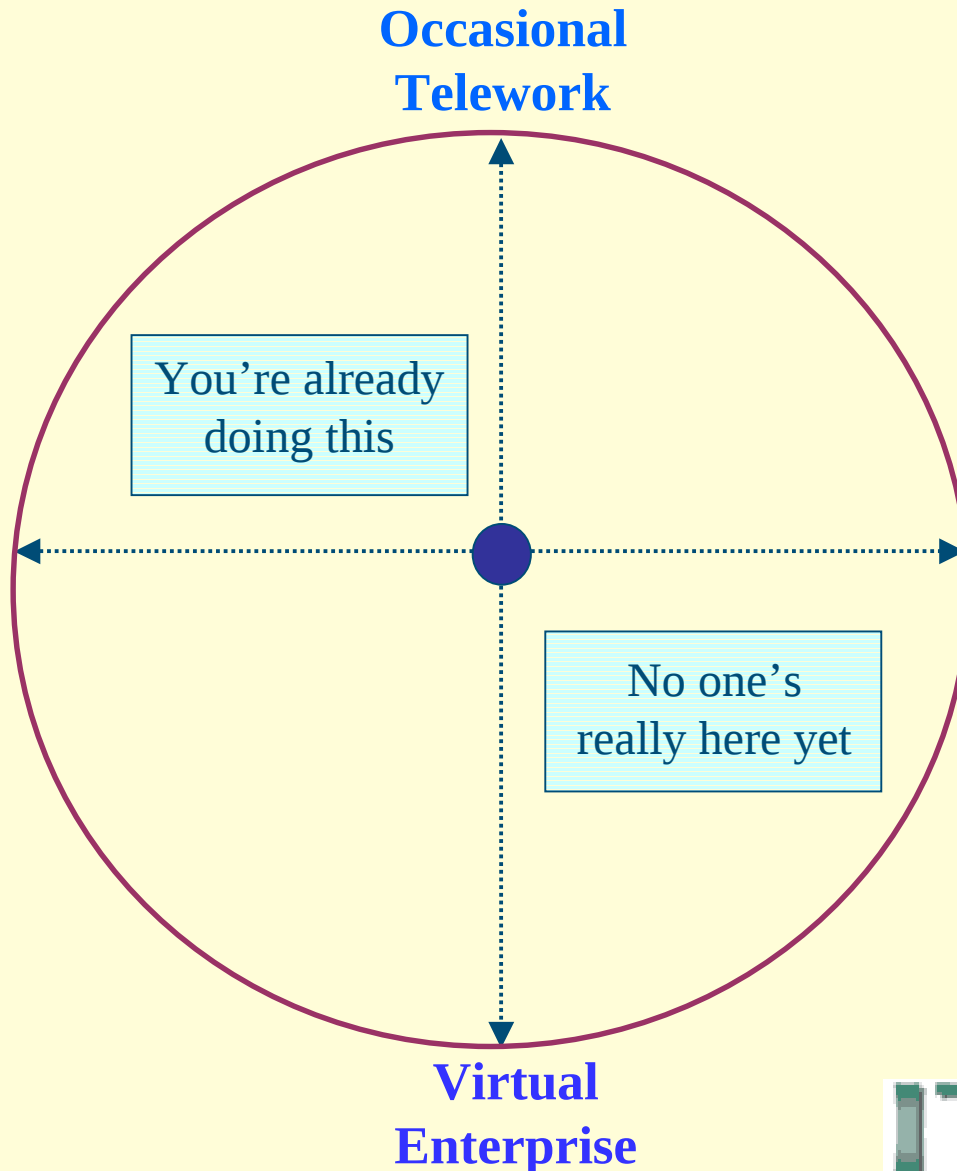


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The Telework Compass



**“Informal”:
Near Term
Tactical
Implementation**



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Gaining Senior Management Support for Telework

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Making the Business Case for Telework: Tips for Success

Nancy deLay, PhD

HR Research

Eli Lilly

Nancy McMillan

Telework Program Manager

Eli Lilly

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Answers That Matter.

What convinces senior management?

Tip: Understand and sell the bottom line
(particularly in today's economy)

- ❖ Productivity
- ❖ Leveraging critical mass
- ❖ Recruiting & retention



How do we maintain or grow our program?

- ❖ Tip 1: Establish a cross-functional team to guide the program
- ❖ Tip 2: Ensure continuous high-level, high visibility support for the program
- ❖ Tip 3: Go with the flow (understand future trends & their impact on the program)
- ❖ Tip 4: Measure: if you aren't measuring you are just practicing



How do we design research (evaluation) that is meaningful?

- ❖ Tip 1: Base your measurement on objectives
- ❖ Tip 2: Design at the onset (not as an afterthought)
- ❖ Tip 3: Develop in conjunction with a measurement professional
- ❖ Tip 4: Identify strengths and weakness
- ❖ Tip 5: Leverage strengths/address weaknesses
- ❖ Tip 6: Participate in national research studies when possible



Making the Business Case for Telework: Tips for Success

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Webinar Conclusion

- ❖ Entire presentation will be available for replay - visit **www.telecommute.org** for details *on/after September 12*
- ❖ We invite you to learn about and join ITAC -
visit www.telecommute.org
- ❖ Join us September 26 in New York for the next ITAC event ...



Annual Members-Only Conference

**September 26 - 1 pm to 8pm - Waldorf Astoria Hotel
New York City**

Featuring

- ❖ **Keynote presentation by Mike Bell of GartnerGroup on “The Agile Workplace: Supporting People and Their Work,” and a response by Ray Boggs of IDG on telework trends and their implications**
- ❖ **"Five Lessons Learned the Hard Way by Five Telework Pros" with panelists from GSA, Lexis-Nexis, Merrill Lynch, Valley Metro and Nortel**

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More information at www.telecommute.org



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