**The Future Workplace: Strategies for Managing and Empowering Employees**

Cindy Auten: Good morning or good afternoon, everyone, depending on what coast you’re on. I’m Cindy Auten. I’m the General Manager of Mobile Work Exchange. I’m so delighted to have today’s webinar today and what an interesting day to have a webinar to talk about distributed workforce, the future of the workplace. I’m sitting today in my home office. I did not want to battle the Beltway today outside of D.C. I think I was fearful of being stuck still in rush hour, so I hope a lot of you who are in some colder weather temperatures or some snowy days are enjoying the same thing today, so thank you so much for attending today’s webinar. We’re focusing today on successful strategies and best practices for effectively managing and empowering the mobile workforce and I think it’s fitting that we titled the webinar The Future Workplace because that’s certainly where we’re heading and some of the challenges that we need to overcome and think about as we really shift this workforce.  
  
I will be your moderator today, so thank you so much for having me. I want to also thank IBM for participating and underwriting the webinar. I want to thank our panel members for joining us today. I’m going to introduce them in a minute. We have a packed audience. We had more than 630 registrants join us, so delighted to have so many people be a part of this.  
  
Just a few quick items for housekeeping. Throughout today’s webcast we’re going to poll the audience with several questions. Feel free to answer the questions as they come up on your screen. Mobile Work Exchange is registered with the National Association of State Boards of Accountancy, which enables us to actually provide Continuing Professional Education credit to our audience members. You can earn a maximum of 1 CPE credit in the following categories of computer science and personnel/HR. If you’re interested in receiving those credits following today’s webcast, what you do is you answer the polling questions and then you’ll email Cris Cruz. Her email address is right there on the screen or it’s ccruz@mobileworkexchange.com. Any questions at all, please feel free to ask her.  
  
You, the audience, will have the opportunity to submit questions to our panel of speakers. These questions, we’re going to bundle them together and we’re going to address them all at once at the end of the presentation during a Q&A time. So feel free to look in that Q&A box on the bottom of your screen -- or the floating toolbar, pardon -- and you’ll be able to type in your question and hit Send. We’ll try to get to everyone’s questions during the Q&A portion. With the large amount of attendees, we’ll try to get to as many questions as we can but certainly welcome feedback Q&A throughout the whole time so let’s hear from you.  
  
Today’s presentation, we’re going to archive it. It will be available after the webcast on our website at MobileWorkExchange.com. We’ll send you a link when that becomes available, too.  
  
Today you’re going to hear from Paul Berry, the Chief of Quality of Work Life Office for the Defense Information Systems Agency, which I’ll refer to as DISA; Anthony Coe, the Director of Culture Research for IBM-Kenexa Employment branding, and Brian Crewe, the Associate Director for Human Capital Planning and Solutions Division for the U.S. Department of Transportation.  
  
As mentioned, today’s webinar is really going to focus on how today’s government managers are utilizing collaborative techniques to track tomorrow’s leaders.   
  
Just to give you a little bit of background, according to the most recent OPM survey, the Viewpoint Survey of 2013, telework program satisfaction, a distributed workforce, was a real bright spot in an otherwise declining rate of federal employee satisfaction. Employees really noted their satisfaction with their agency’s telework program.   
  
We’re about four or five days away from our Annual Telework Week Program, if you guys are familiar with this. This is when we all rally together in the federal government and use it as an opportunity to push for telework, to try it, encourage managers to adopt it, stress test the system. We have close to, I think, 130,000 pledges just today leading into Telework Week. They’re going to have a significant impact but it’s really important to actually think about the challenges that we’re going to have when we take a Telework Week model as a more remote workforce. How do we stay engaged? How do we now prevent social isolation? And how do we actually lead to and provide a more productive, empowered and engaged employee workforce?   
  
And so our panelists will discuss some of the programs that they have actually going on today and share insights on these strategies. Specifically, our panelists will discuss smarter workforce solutions for today’s mobile world, attracting the very best talent to the public sector and retaining those top employees, managing a dispersed yet unified team -- and I think this is a particularly really interesting topic to a lot of us -- how agencies are empowering a more productive workforce and discuss practices and communication techniques in this new distributed environment.  
  
At this point in the presentation, before I kick it off with the panel members today, we will do our first polling question just to get a sense from today’s audience and, if we can go ahead and get that polling question up there, please select your answer from this first question. It says your agency or organization allows for flexible work policies such as telework to retain a productive or retain and recruit a workforce. Give it a second to actually pop up there and see. Again, for the CPE credit, if you do want to have those -- there we go; okay, we got ahead of ourselves ‑‑ if you could take a moment to submit your answers to respond there and, again, if you want the CPE credit you do have to participate in the polling questions. If there are any issues you can contact Cris afterwards and she can certainly help you if something is -- I’m done with the polling question so we’ll give everybody a second to answer that.   
  
Okay, well thanks to everyone for participating in that first polling question. Now I’m going to introduce our first panel member and I’ll quit talking now and let everybody else talk. I’m pleased to introduce our first panel member, Paul Berry. Paul currently serves as Chief of the Quality of Work Life Office under the Manpower. Personnel and Security Directorate at DISA. He’s the initiator of DISA’s first Quality of Work Life Division and the effort puts together people care missions for the agency and allows for program synergy. I’ll give you a little bit about a background with Paul which I think is really interesting from his perspective. His background is mainly as a Safety Program Manager, where he served the majority of his 34‑year federal career. Prior to DISA he worked at OSHA as a Safety Specialist and a Safety Program Manager with the U.S. Army Recruiting Command.  
  
With that said, please join me in welcoming Paul Berry. Paul, I’ll toss it over to you.  
  
Paul Berry: Thank you very much, Cindy, and welcome to everyone who’s tuning in to this webcast today. I’m very excited to be a part of this panel. I kind of feel like Ringo Starr, though. I look to my right and there’s Paul McCartney; I look to my left and there’s John Lennon. You know, we’ve got some very good panelists here which makes me just glad to be here.  
  
Again, I’m the Chief of the Quality of Work Life Office for DISA and very excited about what we’ve been able to do. Some of the things that we’re going to look at today you see on the agenda there, concluding with what I want to refer to as life after policy.  
  
I’ll start. Some of you may not know exactly what the Defense Information System Agency, what we do as far as our mission. We are a combat support agency providing information sharing capabilities for the warfighter. With that said, within that group of very important missions, the directorate I work for, Manpower, Personnel and Security, we take care of people. As you can see there, we’re talking about civilian personnel, military personnel, actions on the reserve side of the house as well, facilities, the infrastructure, property accountability, manpower, payroll, mail management, travel, transportation.   
  
As you can see, in the midst of all of that we have a quality of work life piece. I’m pleased to head that mission. Excuse me while I advance the slide. Here’s the Quality of Work Life within the MPS Directorate. We are a very new division; we stood up in March of 2013. It was a five-year dream of mine which sort of gravitated. I came into DISA as a Safety Manager, inherited and began to build our wellness program -- we already had the health clinic -- and things just began to grow from there.   
  
As you can see here, within the division I have a standard safety program taking care of standard safety things, our ground safety and industrial hygiene, our fire prevention program. Routine inspections are done out of this program. And then I have another branch for Health and Wellness. DISA has an award-winning wellness program which we have here at the headquarters at Fort Meade; we have 10,000 square foot facility in our building. DISA allows three hours of participation in wellness per week and we’re not talking about before duty time or after duty time; we’re talking about core duty time is used for that participation. We also have an occupational health clinic and we also oversee the employee assistance program. There is a Morale and Welfare branch and there you’ll find where we take care of the telework program and other items like elements such as childcare subsidy. And we have a café and concessions and of course out of that bleeds civilian welfare fund management issues.  
  
So who has it better than me than to be able to come to work each and every day and know that something that I’m going to do is going to affect someone’s work life? It’s a small group of 14 individuals that run this division.   
  
DISA overview -- the program’s been in existence, as you can see there, since 2001. It initially started as a one‑day per pay period type of program. But it was January of 2008 when we would see really the expansion of this program. We were doing some really neat things. The timing was perfect. Two years prior we had already been notified that we would be undergoing BRAC to Fort Meade. We were in about three or four buildings in the Arlington, Virginia - Falls Church, Virginia area, so having a program already in place was going to be a great segue for recruitment and retainment. We had a goal in our BRAC effort to at least have 75% of the folks come with us to Fort Meade. At the time, as you would imagine, most of the people lived ‑‑ their commuting area was Virginia. That demographic has begun to shift but it was a perfect segue. Telework was a perfect segue for getting people to follow us. We had other issues we had to address such as transportation, so we initiated a transportation subsidy program to help with that, but it was quite a successful transition coming here to Fort Meade. How we viewed our core hours remained the same but with the commute you can imagine people not only began to telework more but we also saw later arrival times coming into Fort Meade.   
  
We currently have about 4,000 plus people in our telework program -- that includes regular and recurring and ad hoc employees -- and we practice our telework quite frequently. We have quarterly exercises. We’ve not had to use our exercises this particular quarter. You can imagine with all the snow we’ve had in the Washington, D.C. area we’ve been teleworking a lot, to include today. It was another one of those days when employees were given an opportunity to telework.   
  
We do have a robust policy implementing our telework program. Some recent changes that we’ve had are that we now require regular and recurring teleworkers to take their laptops home every day so that teleworker, if you’re registered, you’re always prepared because you never know what’s going to come up. You’re always prepared to telework. Even without that policy, I’m one of those type of employees who would have taken my laptop home anyway because I live 80 miles one way from Fort Meade, so I never know when I might be kept back in my hometown of Hagerstown, Maryland.  
  
I had mentioned ad hoc registered teleworkers before. Supervisors may also request that ad hoc teleworkers take their laptops home with them when we have an event that can be predicted. Last night our director sent out a take-your-laptop-home order. We had a predicted event. We knew we were going to be getting about 3 inches of snow in the area so we wanted people prepared to telework and, sure enough, OPM put out their announcement that unscheduled telework was authorized for that day and we had many DISA employees take advantage of that OPM edict. We also included that all teleworkers scheduled to telework on the day of a closure are required to telework that day and the subsequent day and that mainly has to do with our ad hoc folks.  
  
Productivity has always been an issue with supervisors. Were they going to get the same productivity out of their employees? We see it as there’s no difference from being in the office than being in your telework facility. It doesn’t mean that you’re not being productive just because nobody can see you. I myself, some of my most stressful days have been on my telework days. Why? Because my work follows me. So phone calls, you’re taking care of customers, emails, those things generate a lot of work so the little stress I have, it doesn’t matter if I’m at Fort Meade or I’m in Hagerstown, Maryland. It’s the same for me and it’s that way for many of our employees.   
  
So what should the focus be on? Results. Contractors have in the past, before telework became popular, always had the advantage of being able to be just judged on the product that they produce. It didn’t matter if we had a sink full of them here; the bottom line is I need this widget produced in X number of days. So it was a results-driven program and as long as you got the results you knew the productivity was there.  
  
One of the things that helps in guiding productivity, we don’t make it mandatory in our policy but we do recommend the use of a work plan for your employees. It’s a good management tool to monitor performance. One note of caution, though, in that because you don’t want to in this case be unfair to employees. If you’re going to track the productivity of your employee who’s in a telework program you better be tracking the productivity of your employee who is in‑house because how you manage that employee should actually not be different. You manage that employee the same way. So if you’ve got a work plan in place for your teleworker, you should also have a work plan in place for your in‑house employees. Some of the ways that our managers have found success with tracking productivity have been through what we call daily activity reports and that is something that is easy to be utilized by both a teleworker and someone who is on‑site.  
  
Of course, communication is huge. It’s what makes telework a seamless event. Thank God for the technology advances. At DISA one of the things that we did in the beginning before BRAC, prior to BRAC, we began to transition out the type of computers we were using. We got away from the desk model, desktop type of computers, and issued laptops that already had integrated VPN systems ready for the employees. So every DISA employee that comes in to work docks in to their station. Though we don’t have 100% participation in telework, everybody actually is capable of teleworking. I recall four years ago when we had the snowstorm in the Washington, D.C. area. The government was closed down for four days. DISA kept on rolling. Our employees were very much actively engaged. You forget to forward your phone? No problem. Forwarding phones can be done remotely. You need to be at a meeting? No problem. We have conference call availability, as I’m sure many of you do. The sense of connect online also referred to as DCO capabilities help our workforce not only engaged but it helps socially as well. The chat lines, once referred to here as jabber, also help in our collaboration and our communication.  
  
My next slide is actually one of my favorite ones, which I entitled Life After Policy. I really entitled that because a lot of focus is on developing your policy, implementing your policy, updating your policy, and everything seems to be policy-driven with regard to the telework implementation. And this, of course, begins to effect culture change and some of the panelists will talk about culture change later on.   
  
Our telework program is growing. We’ve had steady growth with our telework program. We have leadership support. The policy’s in place. We are doing training for our managers and employees. Following this presentation I’m scheduled to do a training for supervisors this afternoon.   
  
So all those things have been done with the policy implementation but we have found that there is a need to change the tone of the discussion, to change the discussion, to bust up some of the myths that now that we have policy in place, now that telework is working, we have to remind employees that the program is actually a voluntary program and it’s actually an employee benefit; it's not an employee right. I think the mindset can be with a successful telework program it becomes such a part of the culture of an organization that we may have a tendency to forget that part, that it is a benefit. And like a lot of benefits, benefits should be earned.  
  
One of the other myths that we want to break up is that all employees have to be treated the same to ensure fairness. It’s not true. I’ll treat an employee based on their behavior. What does this prevent? This prevents from having these overarching blanket programs that will end up punishing some very good employees that you may have in the midst.   
  
Here I have a program that allows three days of telework per week but I have a supervisor who may only allow his group to telework one day of the week because he fears two people that he doesn’t quite trust. This is why my last bullet I have here is that the telework X factor is that supervisors must supervise. I’m reading a very enlightening book right now entitled The Carrot Principle and in that book one of the quotes that they use is that we communicate with the masses but we manage to the one and that is so true. Policy should not be supervising employees; people supervise employees. So tone and the discussion and the emphasis is now being placed on leadership development, training our supervisors to engage with their employees, implementing the program with a policy that is individual based, as I said, you know, treating that employee based on their behavior.   
  
When I first came into the agency I had a very legitimate reason for having to telework. Duh, I live 80 miles away. I asked to telework and was told no; I was told that the director doesn’t know you. And I had to suck that up and sucked it up for a year before I was allowed to telework. I was put in the telework program on an individual basis; it was based on trust, it was based on my work behavior.   
  
And really that’s how supervisors need to engage their employees so that they don’t punish the whole division or whole branch. If you have someone that is not capable and not fulfilling, not being productive, they don’t need to be in the telework program because what makes us think an employee who is not productive in your sight is going to be productive out of your sight? It doesn’t work. And supervisors need to sit down and have that so‑called confrontation Interview with that employee and say I want you in the telework program, your productivity is not at the level suitable for telework at this time but we’ll re‑engage in 120 or 190 days. We’ll re‑engage you being able to telework. That’s the kind of conversation that needs to happen so that telework truly becomes a benefit to the program and actually will become what we’ll refer to as an accelerator to all the other leadership principles that are out there in order to have a productive and engaged and happy workforce.  
  
My next chart -- and I’m concluding now -- another quote that I pulled from the book The Carrot Principle. Poor performers are not the people who leave; it’s your best performers. And that’s true. You have an engaged, a well-implemented telework program; again, you don’t want to punish your best performers in order to appease folks that are not performing well but you’re leery on having that conversation with that employee about their performance, thinking you have to have them in the telework program.  
  
I’m over time. Telework is working and we mean that two ways here at DISA. It is working for us. Telework is working. Contact information is there and I’ll turn it back over to Cindy. Thank you.  
  
Cindy Auten: Great. Thank you, Paul. That was great. And I remember your director at the time, Jack Penkoske, came and spoke ‑‑ oh gosh, it’s been eight or nine years ‑‑ and his tagline was just do it. I think you’ve got a few taglines here. Manage to the one, always prepared and telework is working, so I appreciate your correspondence. There are a few questions about the book The Carrot Principle so I’ll have to take a look at that, too, so thank you, Paul, for that.   
  
We’re going to do one more polling question here, our second polling question. If you could answer that when it pops up on the screen. I’m just going to go ahead and give you a cue into what it is. Does your agency or organization use collaboration tools to allow for flexible work? Paul mentioned this. He mentioned leveraging collaboration tools and I’m jotting it down here in my notes, chat lines, jabber, being able to collaborate and stay connected. Is this something that your agency is currently working on? Go ahead and answer that.  
  
I want to be mindful of time so I’m going to have you guys quickly answer it because I’m going to get into our next panel member. As Paul mentioned, we’ve got some great panel members here and, like I said, I want to keep the program running so please get your answers in for the polling question. As a reminder, for the CPE credit you do have to take the polling question. And there are also a few questions about presentations. We will have the presentations available following today’s webinar. We’ll send out a link and they’ll be available on our website, too, so thanks for those questions there.  
  
All right, our next presenter is Anthony Coe. Tony is the Director of Culture Research for IBM‑Kenexa Employment Branding, where he directs the organizational culture research process and ensures that all brand communications, plans and creative concepts are supported by solid research from company data, employee interviews, focus groups and surveys. Prior to joining in his career at IBM, he practiced employment law for 12 years and as an attorney he not only litigated various employment law claims, he also conducted numerous seminars and workshops on legal issues, HR practices, and organizational teambuilding. So let me please introduce and welcome Tony Coe. Tony?  
  
Anthony Coe: All right. Thank you, Cindy. And hi, everybody. I appreciate the opportunity to speak with you today.   
  
I feel a little bit like a fish out of water because the work that we do lays so much with organizations and not necessarily governmental agencies. But huge organizations that, well, now we’re a part of IBM ‑‑ and you don’t get much bigger than that; we’re 450,000 employees strong ‑‑ and we’re seeing more and more and more of those organizations shifting toward teleworking.   
  
Now one of the worries that people get as they move into this is the culture of the organization because they become dispersed. Does it dissipate? Does it becomes diluted? How does that work? Well, that’s where I come in.   
  
So just by way of introduction, for the last eight years or so I worked for Kenexa ‑‑ Kenexa was recently acquired by IBM ‑‑ and I worked in the area of organizational culture. And if you take anything away from my presentation today it will be that I have a very cool job. I get to go into organizations around the world and study their culture and then use those culture data to help those organizations perform better, to help them recruit better, help them communicate better, help them actually change the culture of the organization when they need be.  
  
Now as a nod to our new IBM overlords I quote Lou Gerstner, who was an IBM CEO during a very rough patch for IBM in the mid‑90s, who wrote in his book after he retired ‑‑ his book is Who Says Elephants Can’t Dance ‑‑ he wrote that he came to see in his time at IBM that culture isn’t just one aspect of the game; it is the game. He saw what was going on at IBM and how people worked at IBM and how they got along and how they communicated and how they talked and all the different parts and pieces of the culture and realized that that was the focus where he needed to spend his time rather than maybe some of the other more process-driven types of changes that people might be looking at.  
  
So what I want to start with is why we do what we do and then I’ll dive into a little bit of how we do what we do. My team comes into an organization and we do a cultural assessment and that cultural assessment has three different outcomes that we’re looking to do. Some organizations are more focused on one; some are focused on all three equally.   
  
The first is external messaging. We want to understand your culture, what attracts people, what’s going to get people to stay, where you’re going to get people who are going to be a good fit for the organization and keep people that are truly engaged.  
  
The next is internal communication. We want to come up with an employee value proposition that you can not only use to recruit the right kind of people for your organization but also engage, energize, re‑recruit current talent as well.   
  
And also strategic clarity; we want to have information, specially to leadership, and insights about your culture and its strengths and its values and its weaknesses and blind spots, and actually help you shape your culture and your cultural story if you need be.  
  
Now all of this that I’m talking about works the same when we have companies that are made up of remote workers or teleworkers or made up of everybody working in an office or some kind of mix in that. IBM has 450,000 employees, as I mentioned; 40% of those folks actually telework. Kenexa has done a ton of research on this and we have found that many of the myths around teleworking have been busted. The teleworkers are actually more productive, that they believe that their workplace is more innovative, that they’re actually happier about their performance management and they’re happier with their direct supervisors. They feel good about their job prospects. They feel like they’re well informed from senior leadership. They don’t feel like they’re on the outside looking in. Now a lot of this has to do with how they’re managed of course but so much of it is the culture as well, and the first thing that we need to do is understand the culture of the organization.  
  
Now I’ve got about 10 minutes to present to you about organizational culture and what that is is basically a little bit of a taste, a small tease; there’s so much information. I could, I promise you, dazzle you with some academic definitions or some very simple definitions or some practical definitions of what organizational culture is, but instead what I’m going to show you is how we think about it at Kenexa-IBM so that we can use it, practically speaking, in an applied way.   
  
And this is what we do. We break it down into these pieces ‑‑ the rational facts, the emotional truths, the personality -- and at the heart of that is the employee value proposition.  
  
So the rational facts, we get at those by reviewing information that exists ‑‑ secondary data, survey data, employee handbooks, websites and career sites. These tell us the basic facts of an organization and they’re easily discoverable.   
  
The emotional truths, on the other hand, they’re a little bit harder. We get at these by talking to people. We do focus groups, we do stakeholder interviews with leadership, and basically we’re trying to find out about the unspoken codes of an organization, the idiosyncrasies.   
  
I’m going to give you an example. I worked with one company that was so nice, so polite, so collegial that they could not have open conflict; they could have no direct debate so most of the time you had to have a meeting before the meeting. So if you had an idea you were going to present you’d have to have a meeting before the meeting so you could hash out anybody who might have objections. Then you have the meeting and in the meeting nobody really says much and you might even come up with an action plan moving forward. And then there’s the meeting after the meeting where John and Paul are walking down the hall talking to each other and John says well, what’d you really think of that presentation? Al, he did a great job presenting it and it’s really a brilliant idea, but it’s not going to work for my team. You know, I don’t think it’s going to work for my team either. And then chilling the idea in the meeting after the meeting.  
  
Another emotional truth -- some organizations are really great with vacation policies, lots of time, community service days. You get lots of time off. The emotional truth side of that? You have to apologize for using it and people are constantly plugged in; they never stop working. And this is particularly true for teleworkers. They need to, when you’re teleworking, find a way to draw a line between all right, now I’m working, now I’m not. Otherwise you end up being sucked 24/7 into your work and that happens a lot to those folks.  
  
But the facts and the truths aren’t enough; there’s a personality, there’s a charisma, there’s a charm, there is something about an organization that attracts some kinds of people and puts other people off completely. All of these things combine just like a person, right? There’s your basic facts ‑‑ where were you educated, are you married, do you have kids. Then there are the emotional truths -- what are your idiosyncrasies, are you a perfectionist, a procrastinator. And then there’s your personality; some people might find you charming, some people might be put off by you. All of these things all come together to describe really who you are and at the heart of that we come up with this employee value proposition which we use as a starting point for action within organizations. Whether you call it an employee value proposition or an employee promise or a cultural value set or something like that, what it really is is an authentic, meaningful description of what it’s really like to work here. It describes why do I stay even though I’m overworked and underpaid because we’re all overworked and underpaid. Something has to balance the scales. We do this, this work into the culture, to figure out what is balancing the scales. And if you’re not, people are going to leave.  
  
So the process that we follow -- and we’re going to go through this very quickly ‑‑ the process that we follow is, as I mentioned, we do secondary data, so we review existing data. That tends to give us the rational facts. We do qualitative research, so focus groups and interviews give us the emotional truths. And we have a survey instrument that we use that gives us the personality of an organization. We bring it all together in Phase 3 and we present all of the data back ‑‑ who did we talk to, what did they say, what did the personality data say. We pull it all together and we present it along with a set of recommendations in those three buckets that I mentioned earlier, the external branding, the internal communications, and the strategic clarity. And then all of these things that are mentioned on Phase 4 here, everything from career sites to communications plans to recruitment advertising, all of these things can come out of this work that you have.   
  
Now I want to touch very, very briefly on the survey that we use, the survey instrument that we use. We acquired this after we had been using it for about a year and a half. It was developed by Dr. Carol Pearson at the University of Maryland. For a long time she was the head of James Macgregor Burns Leadership Institute. She worked on this for a very, very long time. And fundamentally what it’s all about is Jungian archetypes. What Carl Jung believed is that before there was science to explain the world we ordered our universe, the chaos that was our universe, by telling stories. And those stories developed common themes and common characters and we came to understand that that guy over there, he’s a hero; he’ll come in and save the day. And that one over there? That’s the wise sage; go to him for answers. Or the mother figure caregiver or the magician who’s going to do some transformational visionary work for us or the explorer who’s always out looking for new ideas, and this was how we ordered our university. And Jung actually believed we began to order our own universe this way as well. We began to figure out what story we were telling about ourselves this way. I’m a hero or I’m a hero explorer or I’m a sage or I’m a caregiver and we had a self-identity that we built, and that’s where the archetypes work so well for culture.   
  
And the best way for looking at this is by looking at the results. This was our result at Kenexa when we did this in 2011. Kenexa was all about the hero -- results oriented, mission driven, kind of a take the hill mentality. But like all archetypes there’s an upside and there’s a downside and the downside to a hero organization is you can be prone to burnout and Kenexa was no exception to that. We had that challenge. We also had some explorer in our culture. Above the line are things that are in the culture and below the line are the things that are absent from the culture. So we had the hero and the explorer, which was freedom and independence and autonomy. We had kind of an ask now and apologize later mentality; that’s changing, by the way, a little bit with IBM coming in. We also has some jester. Our sense of humor was ever present; sometimes it was sarcastic and cynical but it was always present. Whether we were doing a sales pitch or an internal meeting, somebody would say something to lighten the mood.   
  
Our lowest score was a lover. Now, lover organizations are very rare in the for-profit world in my experience. Those are organizations where the relationship is the end. At Kenexa it was a means to the end. It was how we did our job. It was networking. It was connecting with people in order to accomplish my mission. Lover organizations, if that was above the line and really high, that would mean that we came to work as much to spend time with each other as to get anything done. The downside of those organizations is they can be a little bit cliquey sometimes, maybe a little gossipy, but that wasn’t what was happening at Kenexa.  
  
So what did we do with this information? Well, we started with these set of values. Now, again, this is Kenexa; we’re IBM now. But when we look at this, these are fine. They talk about integrity and employee ownership; even having fun and fulfilling dreams are in there. They spell out hope. Who can be against that, right? But there’s a problem and the problem with this set of values is that it gives you no real information about what it’s like to work at Kenexa.   
  
And so what we did and what we do with all of the organizations that we work with, including organizations that have a high population of teleworkers, is we built an employee value proposition that we called the Kenexa. And here you can see the hero come alive, right? Now you get a feeling of what it’s like to work at Kenexa. If don’t have passion for the place, you’ll fail. Extreme service means busting your butt for the clients every day. We’re addicted to momentum; without it, we wither. If it won’t sell, don’t do it. You know, we consultants hate that one because sometimes we want to do thought leadership for its own sake and nope, they want us to do thought leadership in partnership with clients and make sure we get paid for our thought leadership. Number five, you’re allowed to laugh your way through a problem. That raises our jester. The explorer’s next. Opportunity exists here; find it. Take initiative, period. Nobody’s going to take charge of your career here. There’s not real clear career paths. Some people just make up jobs for themselves. I kind of did that. That’s what happens. Making friends replaces our organizational hierarchy. That’s our low jester or our low lover score right there reflected and we’ve actually lost applicants because of that. People say what, you have no organizational hierarchy? How do you get things done? Are you unstructured? No rules. What about process? I can’t work in a place like that. We’re like well, all right; there’s probably places in the world better suited for you. Then we talk about integrity; more than a word to us, it’s in our DNA. And what can be more heroic than the last one, our calling is improving lives by what we do.   
  
So that is an example of an employee value proposition. Now there are lots of different ways that you can express how you work at an organization externally but there’s also work that you want to do internally and so what I want to do is show you next a very simple model. There are a lot of really good, really complicated change management models that exist out there, some modeling directorate culture. These are the four steps that we use. They’re easy to remember; they’re very simple, but they’re not easy to carry out. But I believe if you do these four things and you do them well you can change your culture. You want to communicate the vision, model new behaviors, reward and recognize when you see those new behaviors, especially when they’re happening with leadership, and then tell their success stories. If you do these things and then refine the vision and then model new behaviors with new leadership as you bring in change agents into your organization, you’ll have success changing your culture.  
  
So my summary slide is this last one and really we do the research but it all drives toward creating this meaningful expression of the culture and the employee value proposition. Once you have that you can use that to communicate internally and externally, you can use it to change your culture, to drive engagement. All of that gets brought together.  
  
And so in closing I just want to say again thank you for the opportunity for doing this. You can have a culture, even if you’re working remotely. You can bring people in and make them feel like they’re a part of something bigger than themselves, a part of something that they can really have an influence on, but it’s got to be done the right way. And that was what Paul was talking about earlier; these folks have to be managed in a way that helps them feel like they’re included and they’re just not excluded.   
  
I’m talking to you from a hotel in Burlington, New Jersey and I actually live in Lincoln, Nebraska so I’m right now working remotely, but I still feel like I’m a very important part of a very important project.  
  
With that, I’m going to turn it over to Cindy.  
  
Cindy Auten: All right. Thanks so much. I don’t know if anybody was nodding their head the whole time. I’m doing that by myself; nobody’s watching. That was fascinating. I’m going to actually go back and listen to it again, Tony.   
  
If you guys have questions, we’re getting close on time. I’m going to introduce Brian here in a second. If you have questions submit them and we’re going to handle the questions afterwards. So any questions that you have for Paul and Tony and Brian, get them in while we’re going through here because I think that that was really fascinating. I have -- sorry, Tony -- a few follow up questions for you and I know others will have the same so that was great.  
  
Let me introduce our final speaker, Brian Crewe, and just some background. Brian spent the last 15 years working in the public and private sector in human capital management. He’s now the Associate Director of Human Capital Planning and Solutions for the Department of Transportation, where he serves as both the Chief Learning and Chief Diversity Officers as well. Brian, I don’t know; what do you do in the afternoon? I appreciate your time that you’re spending here with us and certainly you have a huge workload. Prior to DOT, just to provide some perspective, Brian was at SEC as well as the Patent and Trademark Office. So Brian, take it away.  
  
Brian Crewe: I’m very happy to be here. Thanks for having me.   
  
Today I want to cover quickly some background about what DOT needs for its workforce, the challenges we face, what we’re doing to address them, and then I’m going to give some additional advice to teleworkers and mobile workers.  
  
All right, to ensure DOT has the workforce it needs we rely basically on two things ‑‑ improving leadership and empowering employees.   
  
What we’re finding right now is that leaders still don’t have the full capacity that they need to manage teleworkers appropriately and effectively. They’re still facing challenges and so we are focused on improving them as leaders overall so they can take on these challenges.  
  
As well, we’re finding that employees are not fully prepared for the challenges that telework presents to leaders and their coworkers. There are things that they can still be doing to manage those challenges for their coworkers and their leaders or at least help manage them as well as they’re not doing everything they can do to manage their own careers when they’re teleworking because anything in your career becomes a little bit difficult or a little bit more challenging when you are actually not in the office or on‑site as much, so I’ll go over specifically what we do there.  
  
Improving leadership -- what we need most from our leaders as for our leaders to establish systems and inspire people. At the team level we require our leaders to clarify the employees’ role. The employee needs to know at all times what they’re doing and it becomes even more important for the employee to understand the expectations that are there for them when they’re not with the leader on a regular basis. Obviously, a worker who is on‑site with the leader is going to have a lot more opportunities to hear and get correction and feedback on their role. So it becomes more important for the leader, when dealing with a teleworker, mobile workforce, to be able to articulate very clearly what the expectation is for that employee. What do you need them to do? And we’re finding that they’re not able to say that very well and explain it very well right up front. They have to ensure an ideal environment.   
  
One of the things we’re finding is our supervisors and leaders aren’t always able to master the technique of building a team and creating a fair workplace, and I think some of my colleagues ahead of me have already spoken to the fact that sometimes they’ll treat teleworkers different than they treat workers who are on-site; that’s not acceptable, obviously, so we need to work on that.   
  
And then finally, we’re trying to get the m to foster employee growth and that’s for all employees. When employees are developed they appreciate it; we can retain them. One of our challenges is retaining our best employees, which is why we’re focused on telework, so we’re trying to get our leaders not to just focus on their own development and not just focus on the work but on the employee and how to develop the employee to be better.  
  
At the organizational level, that’s another challenge for our leaders and it’s very important. We need them to set the direction, not just for the employee but for the organization. That includes things like setting the vision, what is the organization going to do, how are they going to get there, the mission and the strategy. Also maintaining systems and processes; that goes to things like making sure that we have metrics in place to determine whether the work is getting done for the organization, making sure we have adequate performance metrics in place for the individual level as well so that we’re going to add whether the employee is performing, not whether the employee is in their seat. And that’s one of the issues that we find a lot with supervisors, as somebody alluded to earlier, the first speaker alluded to earlier, giving up things like do I see the employee as opposed to was the work of high quality and was it done.   
  
This is the other piece there which is establishing a culture that fosters performance. That’s what we really are trying to get our leaders to do so; when you’re not available is the culture strong enough that it can reach out miles away to the employee while they’re at home and they still feel compelled to deliver the highest quality. So that’s what we’re trying to get our leaders to learn to do and understand.   
  
How we’re going to do that? So far we’re doing a very comprehensive method. We’ve updated our leadership competency models to include the new requirements of managing the workforce, which includes the mobile workforce. We also engaged a consultant to come in and help us develop a competency-based hiring tool to focus our leaders, focus our hiring processes on hiring better leaders who can manage what today demands.   
  
We are currently assessing all of our executives using a 360 degree assessment of excellence from the Center for Creative Leadership and that’s mandatory. We’re expecting that to deliver great results for us.  
  
And then we’ve expanded our leadership development extensively by offering things like book clubs and speaker series and an executive coaching program for all GS‑15 and executive employees. And we’ve increased our expectations of lifelong learning. In fact, our secretary just met with executives a few weeks ago and explained that once you’ve gotten to the highest level of FES it’s not okay to think you’ve arrived; you need to be continually learning until you leave the organization through retirement.  
  
But that’s just one half of our equation. The other half of the equation focuses on empowering our employees. As you know, employees have a lot to do with the effectiveness of telework and it’s more and more important that our employees are fully empowered given the current situation in the government. We’ve got fewer employees to do the work; there are higher and greater expectations. We’ve got a lot more mobile workers and teleworkers. We’ve got a new generation coming in because the Baby Boomers are going out and this new generation expects telework and for them to be able to have at a glance access to information.   
  
With that said, what are we going to do to meet these expectations and address these challenges? We’re going to empower employees by providing competency models for all of our mission-critical occupations and all of the other most populated occupations so that employees understand fully what’s expected of them in terms of the knowledge, skills and abilities that they need. And then we’ve also created career paths so that if you’re in a job and that’s not the job you think you want to do anymore, you can understand what competencies you need to move from your job to another job within DOT. We’re also developing a career mobility center so that we can help with career coaching and help employees figure out how they can get better in their current job or move to a different job. Additionally, we are expanding opportunities for all of our employees and we are fostering communities of practice. I think most of you probably know what communities of practice are but, in case you don’t, that’s where we’re using electric mediums to connect our employees who do like work. So for instance, we have a facilitators’ community of practice and we have a project management community of practice which goes across other occupations but to functional duties that they might do across occupations.  
  
And then there is another set of ways we would like to empower our employees and so we’re asking our employees to do some things a little bit differently to help themselves. Specifically, we’re asking employees to interview their potential supervisors. A lot of times employees will go to jobs and they’ll be disappointed because their supervisor doesn’t want to allow them to telework and they’re just not ready. Well, there are some things you can do upfront to figure out whether you have a good supervisor, the supervisor is going to be the right fit for you, whether the supervisor will support telework if you want to do it. So we’re encouraging our employees to interview their supervisors for fit because too often the employee will just go into a job and, if they’re offered a job, they’ll take it. No, you want to make sure that’s a job and a fit for you, just like the supervisor is doing to the employee.   
  
We want to make sure that our employees are managing relationships from outside of the office. A lot of times you can build relationships easier when you’re at work sitting beside somebody so what are the things that you’re going to do or are willing to do to reach out to build relationships that you can rely on. Someone mentioned just a few minutes ago about the culture. Learning the culture is so much harder when you’re not at work every day. Trying to figure out all those unwritten rules and all those unspoken rules will be very challenging. So how the employee go about learning those things? By reaching out and forming relationships so they can take in more information.  
  
And then taking ownership of your career. Oftentimes it’s much more challenging to get the opportunities when you’re not in the office. Out of sight means often out of mind. So it’s going to be incumbent upon the employee who’s teleworking to make sure that they are very visible when they are in the office, if they’re ever in the office, and if they’re not, come up with a way to reach out so they can make sure they’re getting all those development opportunities that people will get while they’re in the office. Because things will come in, ad hoc assignments that will allow someone in the office to advance more quickly, so you’ve got to be more aggressive in trying to seize those opportunities when you’re not in sight.   
  
I think I did that pretty quickly and I think we’re just three minutes over time. My contact information is there and if you have any questions, please send them forward.  
  
Cindy Auten: Brian, thank you so much. I appreciate it. This goes over a few minutes here. I think that was really interesting and I really liked your point about telling teleworkers to take charge of their careers and make sure that they don’t get into the out of sight, out of mind and being able to take charge. I think that’s fascinating and I appreciate that.  
  
Now, Brian, if there is anything -- and I won’t hold you to it right now in front of everybody ‑‑ but if there are any of these models that you’ve developed at DOT that’s something that other agencies could be able to use so they don’t have to reinvent the wheel, we’d love to be able to post them. I know that’s something you might have to go back at and take a look at and see, but I think that would be really interesting for other agencies on some of these models that you’ve developed because I think a lot of people here are almost a little bit behind on what you’ve done and it would be really, really interesting.  
  
Brian Crewe: We’re definitely going to share them with all the government. I think we’ve already promised them to a few agencies and I’m going to go back and see if we can give them to you to post. If we can’t we’ll make sure that, if the agencies contact us directly, we can give them to them.   
  
Cindy Auten: That’s perfect, yes. And just as a reminder, we’ll have the full presentation up on our website so you’ll be able to get everybody’s contact information ‑‑ Tony, Brian and Paul ‑‑ if there are any questions directly.  
  
We had a whole slew of Q&A. Keep them coming in. I’m going to keep the line here open for you guys to have the questions come in. What we’re going to do is consolidate everybody’s questions and everybody had a lot of them, and then we’re going to actually distribute them on our archive page so we’ll give you actually written responses to those. And we’ll take care of that right after we regroup today.   
  
We’re a little bit over. I wanted to do a Q&A but I’ve got to be mindful of everybody’s time and I know that some folks had to run, so thank you to the panel members. I thought it was a wealth of information. Like I said, I’m going back and listening to it all over again, so I appreciate all of that information. And I’m certain that all of our attendees did as well, so thank you for joining.   
  
For the audience, thank you for your participation. Again, questions, send through here, send them through Cris, and then we’ll be able to handle them since we did run out of time today.   
  
And on behalf of Mobile Work Exchange, I want to thank IBM for being a part of it. Tony’s presentation, I want that. I want to see that myself because I think that’s really fascinating.   
  
So thank you all. Again, all the information will be available on MobileWorkExchange.com shortly after. We’ll let you know when those items are posted. Thank you so much for attending the webinar. Have a great afternoon and next week enjoy Telework Week.