

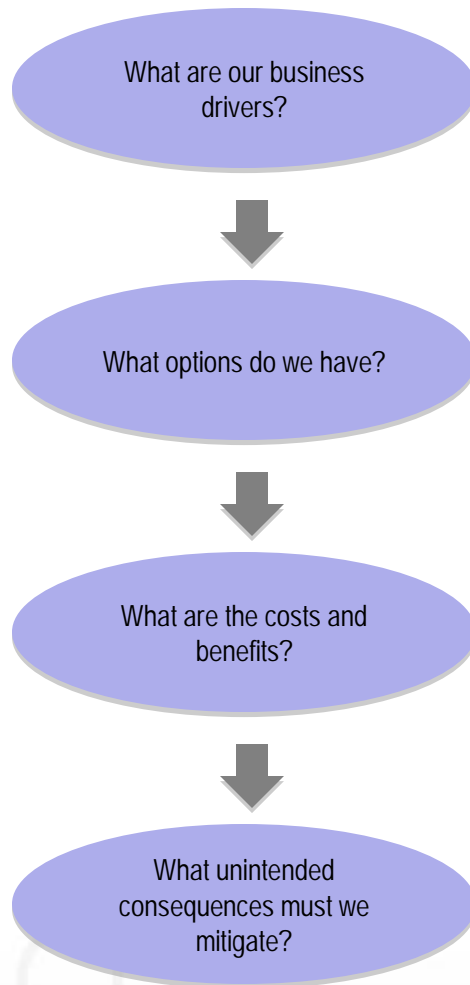


Location Independent Working

Is it for me?



Building a business case



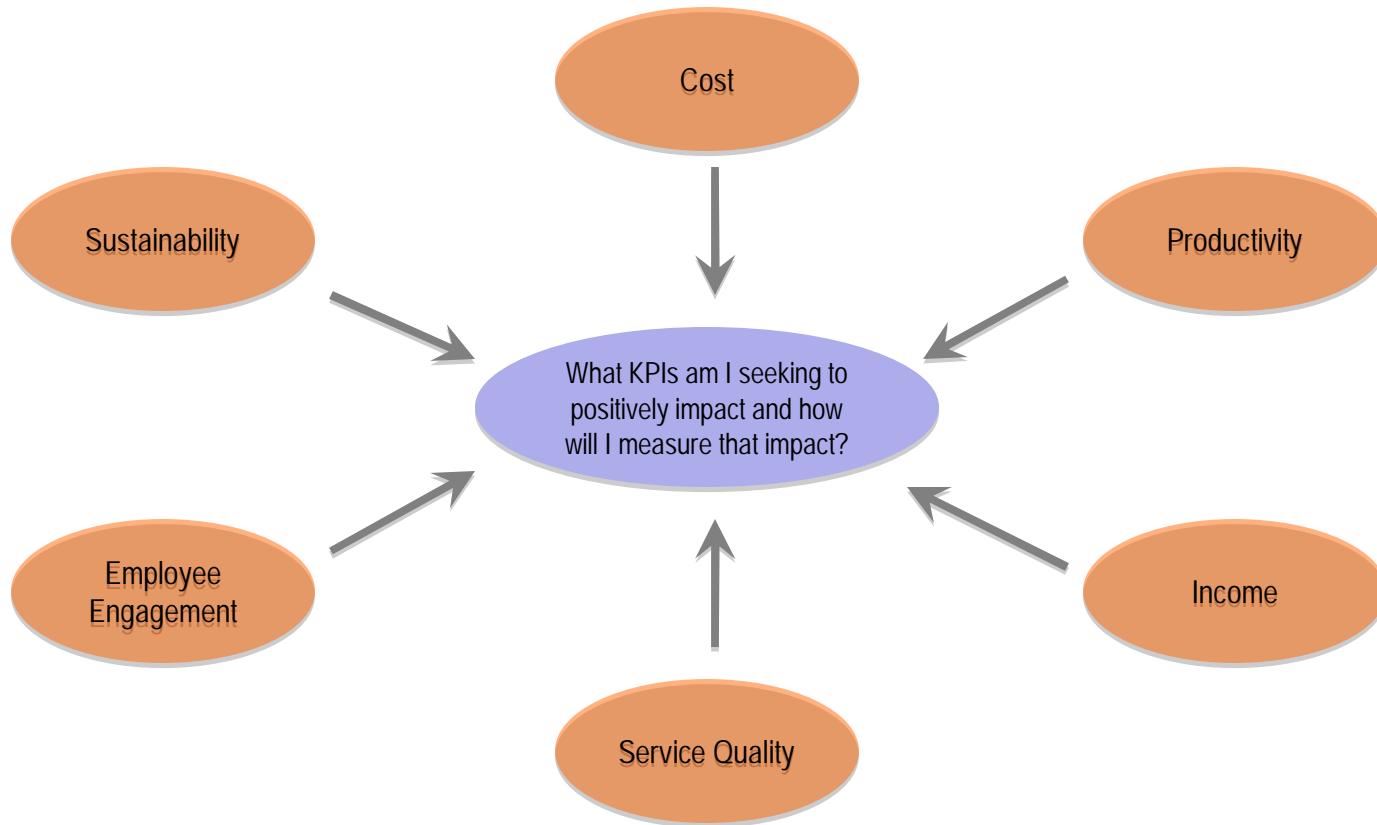
Is there a compelling business opportunity or threat we're responding to?
What is it about our business that we're seeking to change?
Do we have a clear sense of what business KPIs we're looking to impact?

Do we understand the difference between non-location dependent operating models?
What is it about these that can help us address our business drivers?
What is the fit of the options specifically in our business context?
How will we have to change the way we do things to make the options work?

For operating model options that are a fit to our business, what are the benefits that we should seek to realise and how will we measure them?
What are the costs – both direct and indirect – of the available options?
What are the implications, both cost and benefit, of transitioning to a new model?
Does it stack up?

What haven't we thought of?
What outcomes might adversely impact on our business?
What tactics do we need to employ to mitigate risk?

Business drivers



What's in a name?

- Teleworking?
- Location Independent Working?
- Virtual Teaming?
- Telecommuting?
- E-working?
- ????????

What do they mean?

How do I know what's right for me?

How would I decide?

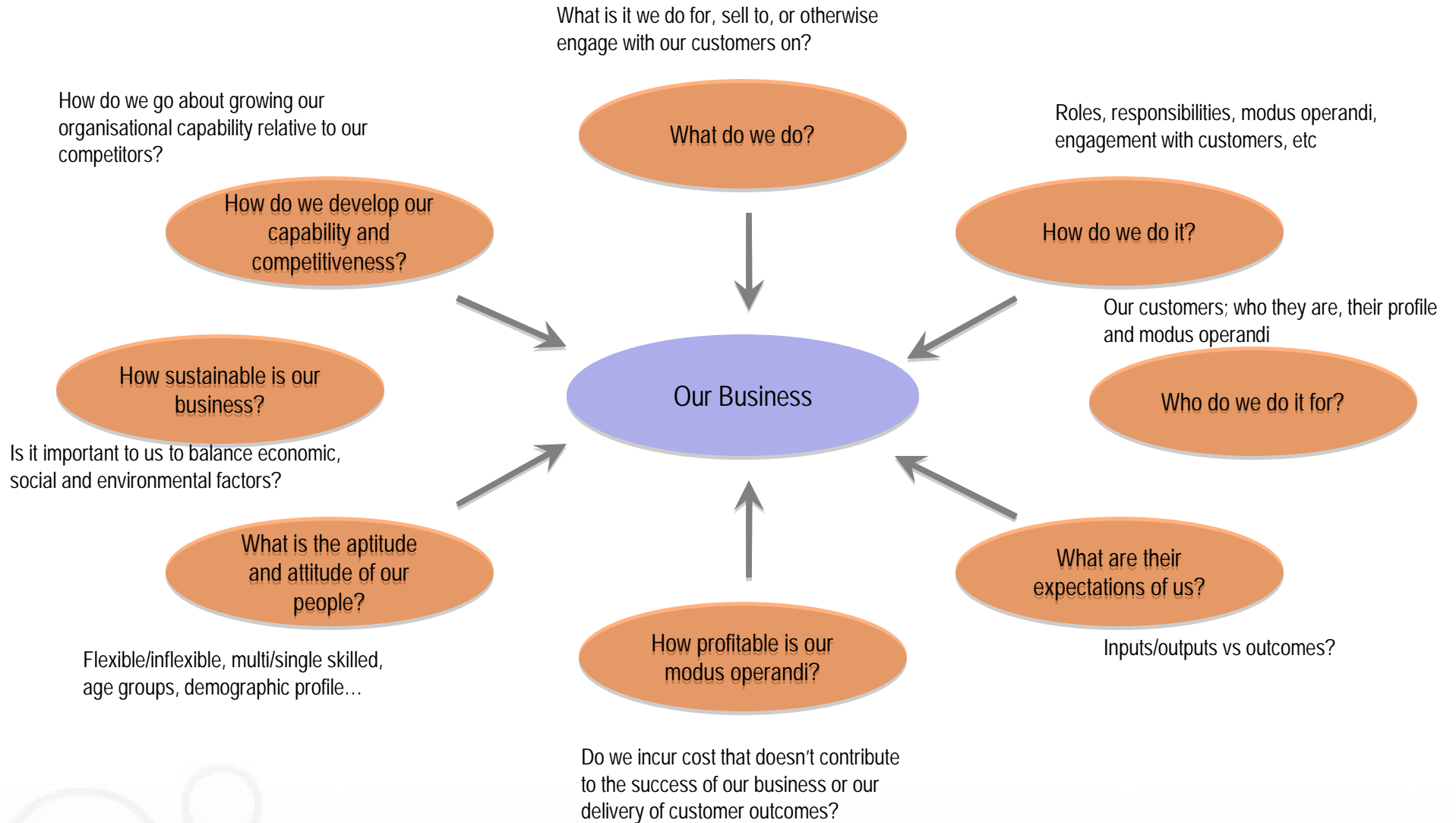
Working out the right questions

- All businesses will have a number of perspectives from which operating model choices should be considered
- These approximate the Kaplan & Norton Balanced Scorecard perspectives:
 - Customer
 - Financial
 - Learning & Growth
 - Internal Business Process
- Trick is to work out the right questions to ask

Working out the right questions

- Thinking about the factors that influence a decision on the fit of non-location dependent operating models, come up with 3-5 questions in your assigned perspective
 - Customer perspective (group 1)
 - Financial perspective (group 2)
 - Learning & Growth perspective (group 3)
 - Internal Business Process perspective (group 4)
- Your questions should challenge a change towards any operating model (i.e. keep them generic and business focused)

The power of perspective



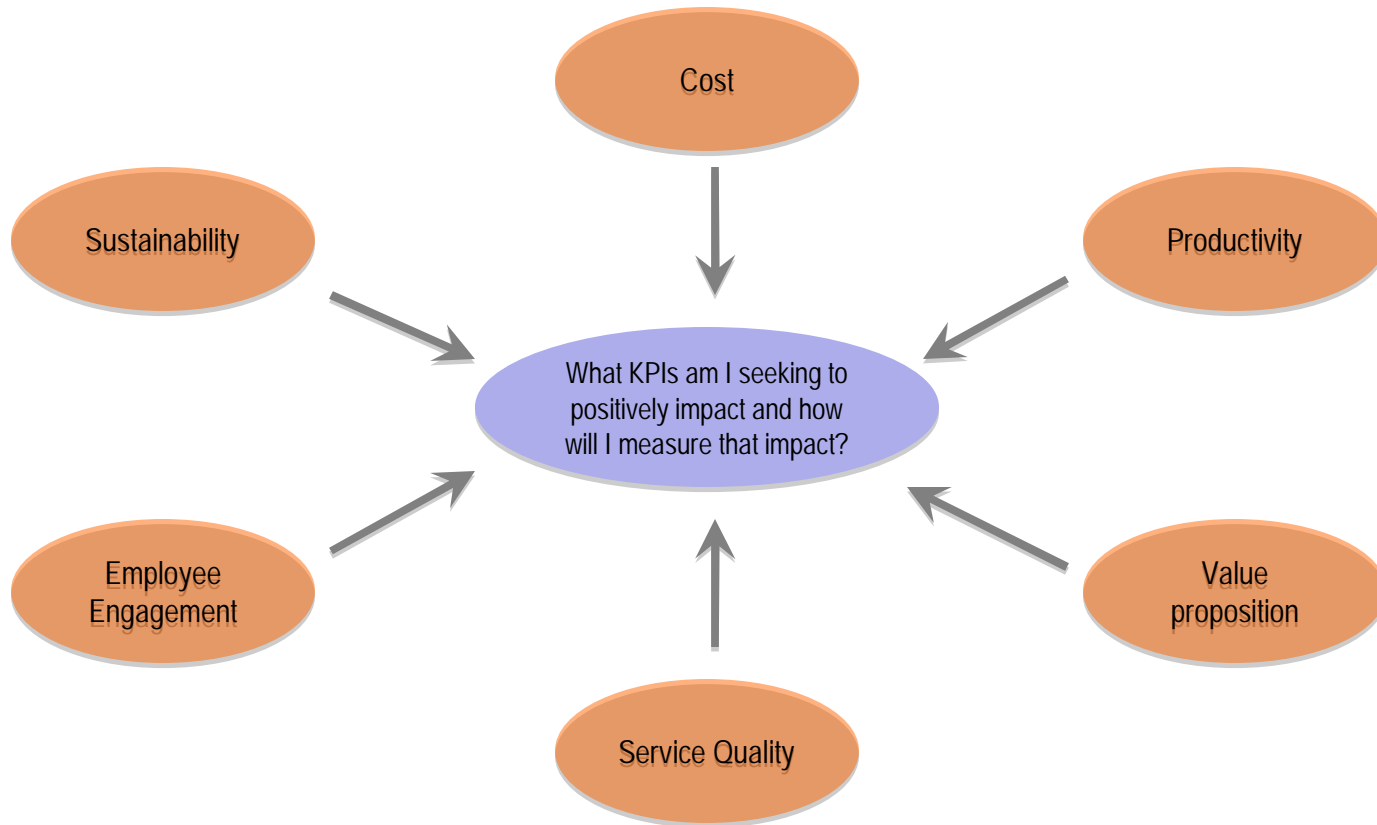
Unintended consequences

- Loss of cultural identity
- Loss of focus on business disciplines
- Quality issues
- Lack of visibility
- Customer impacts
- Balance issues
- Going native...

The Voco story

- A “company without walls”
 - How did we get there?
 - Why does it work?
 - What are the challenges?
 - How about the upside?
 - Is there a tipping point?

Business drivers – the Voco perspective



Now to the “how”

- Tools
- Process
- Discipline
- Culture
- Teaming



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Thank you