

# Enabling the Virtual Workforce, Blended Learning and Virtual Classroom



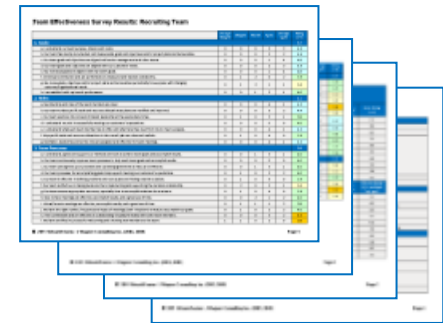
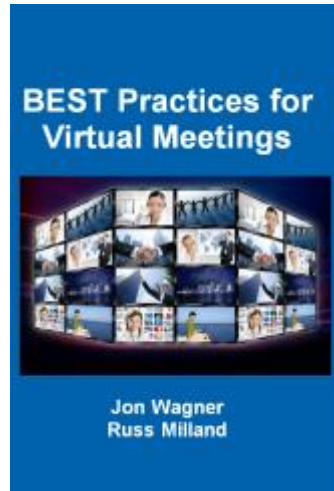
Virtual@Teams

A division of J Wagner Consulting Inc.

Helping individuals, teams and organizations be the best they can be,  
working effectively in collaboration any where, any time

[www.virtualeteams.com](http://www.virtualeteams.com)

# VirtualeTeams Solutions for Virtual Teams and Blended Learning



**Books, eBooks, Customizable eBooks**

**Virtual Team Effectiveness Assessment (eSurvey)**



**Workshops**



**Virtual Workshops**



**Consulting**

# Virtual Workforce Business Case

## Enable Work across Time/Distance



## Increase Social Responsibility / Greening



Telework Enhancement Act

## Save Time and Money



Save Real-estate, Travel, Meeting Costs

## Increase Productivity



American Productivity & Quality Center reported increased productivity by 15%-48%

Stakeholder	U.S.A.	Canada
Business	\$436.8 Billion	\$44.4 Billion
Employee	\$171.7 Billion	\$8.5 Billion
Community	\$36.7 Billion	\$0.5 Billion
Total	\$645.2 Billion	\$53.0 Billion

## Increase Employee Satisfaction



# Collaboration Technology Framework

Different



Space



Same



Same

(Synchronous)

Time

(Asynchronous)

Different

# BEST Practices for the Virtual Classroom

## BEST Practices for the Virtual Classroom



Virtual@Teams

A division of J Wagner Consulting Inc.

3<sup>rd</sup> Edition  
Jon Wagner & Russ Milland

### Table of Contents

1. Introduction	3
2. Program Developer (Designer, Architect) Role	7
a. Best Practices Content Design	7
b. Best Practices: Managing the Virtual Classroom Experience	48
3. Administrator (Coordinator) Role	56
a. Best Practices	56
4. Producer (Host/Moderator) Role	68
a. Best Practices	68
5. Presenter (Instructor, Facilitator, Trainer) Role	74
a. Best Practices	74
6. Guest Speakers Role	80
a. Best Practices	80
7. Technical Support Role	82
a. Best Practices	82
8. Participants (Attendees, Learners) Role	84
a. Best Practices	84
9. References and Resources for Virtual Classroom and Blended Learning	87
10. Invitation to Submit your Best Practices	93
11. Virtual@Teams Contact Information	94

# Blended Learning Framework

<b>Space</b>	<b>Different</b>	<ul style="list-style-type: none"> <li>▪ Audio Conference</li> <li>▪ Video Conference</li> <li>▪ Texting/Instant Messaging</li> <li>▪ Webinar</li> <li>▪ Virtual Classroom (presentation, polling, document editing, chat, white board, breakout rooms, applications)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Pework assignment</li> <li>▪ Email/e-newsletter</li> <li>▪ Self-paced, eLearning</li> <li>▪ Recorded webinar</li> <li>▪ Online discussion groups</li> <li>▪ Website, blog, wikis</li> <li>▪ E-Surveys, polls</li> <li>▪ Shared Online Workspaces</li> </ul>	
	<b>Same</b>	<ul style="list-style-type: none"> <li>▪ Slide presentation</li> <li>▪ Flipchart, whiteboard</li> <li>▪ Large group process</li> <li>▪ Breakout rooms</li> <li>▪ Electronic meeting systems, polls</li> </ul>	<ul style="list-style-type: none"> <li>▪ Libraries</li> <li>▪ Filing cabinets</li> <li>▪ Poster boards</li> <li>▪ Polling, voting, wall charts</li> <li>▪ Suggestion box</li> </ul>	
		<b>Same</b>	<b>Time</b>	<b>Different</b>



# Learning Culture Change

Benefits for employing the new Learning Approaches	Barriers to employing the new Learning Approaches
<ul style="list-style-type: none"><li>• Cost saving</li><li>• Less time away from role</li><li>• Flexibility</li><li>• Global Reach</li><li>• Engage Informal Learning</li><li>• Integrate learning and work</li><li>• Engage and involve stakeholders/experts</li><li>• Learn over time – increase retention</li></ul>	<ul style="list-style-type: none"><li>• Cost</li><li>• Culture Shift</li><li>• Learning curve</li><li>• Manager – Fear or Lack Understanding</li><li>• Non-classroom activities can be interrupted/delayed – need to “make the time”</li><li>• Fear of technology/change</li><li>• Availability of technology</li></ul>





# Virtual Workforce Framework

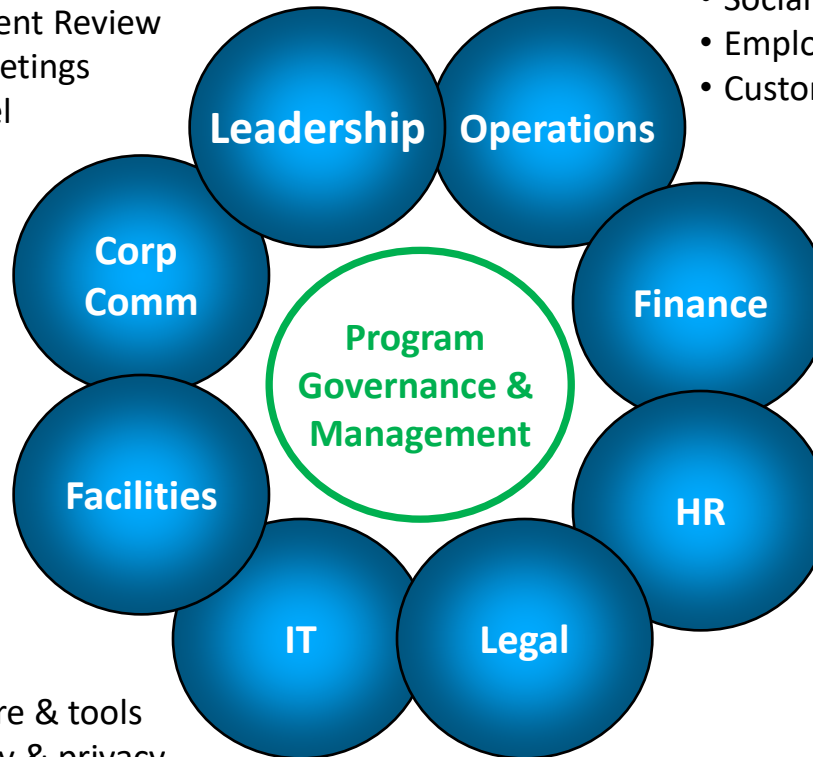
## Engaging the Organization in Change

- Vision, strategy and sponsorship
- Leaders develop virtual leadership and management capability
- Management Review
- Virtual meetings
- Role model

- Internal communications
- Culture change
- Reputation management
- Media relations

- Hoteling facilities
- Facility and security management
- Space utilization
- Real estate consolidation
- Admin & Logistics

- Infrastructure & tools
- Data security & privacy
- Help desk and support
- Technology training & tool adoption
- Admin & Logistics



- Employment contract and policies
- Telework agreements
- Privacy & confidentiality

- Performance Metrics
- Globalization/geography
- Save time, money, increase productivity
- Social responsibility / Greening
- Employee & Customer satisfaction
- Customer satisfaction

- Benefit/cost analysis
- Business plan & budget
- Expense reimbursement

- Performance management,
- Discipline & attendance
- Employee selection criteria
- Employee Participation rate %
- Health and safety
- Flexible work arrangement, teleworking and social networking policies
- Flexible work structures
- Talent management not defined by location (promote not relocate)
- Training on remote work, remote management, virtual meetings, virtual teams
- Admin & Logistics

# Enabling the Virtual Workforce

## The 6 Levers of Change

1. Define the Change and Business Impacts

2. Stakeholders, Sponsors, Champions

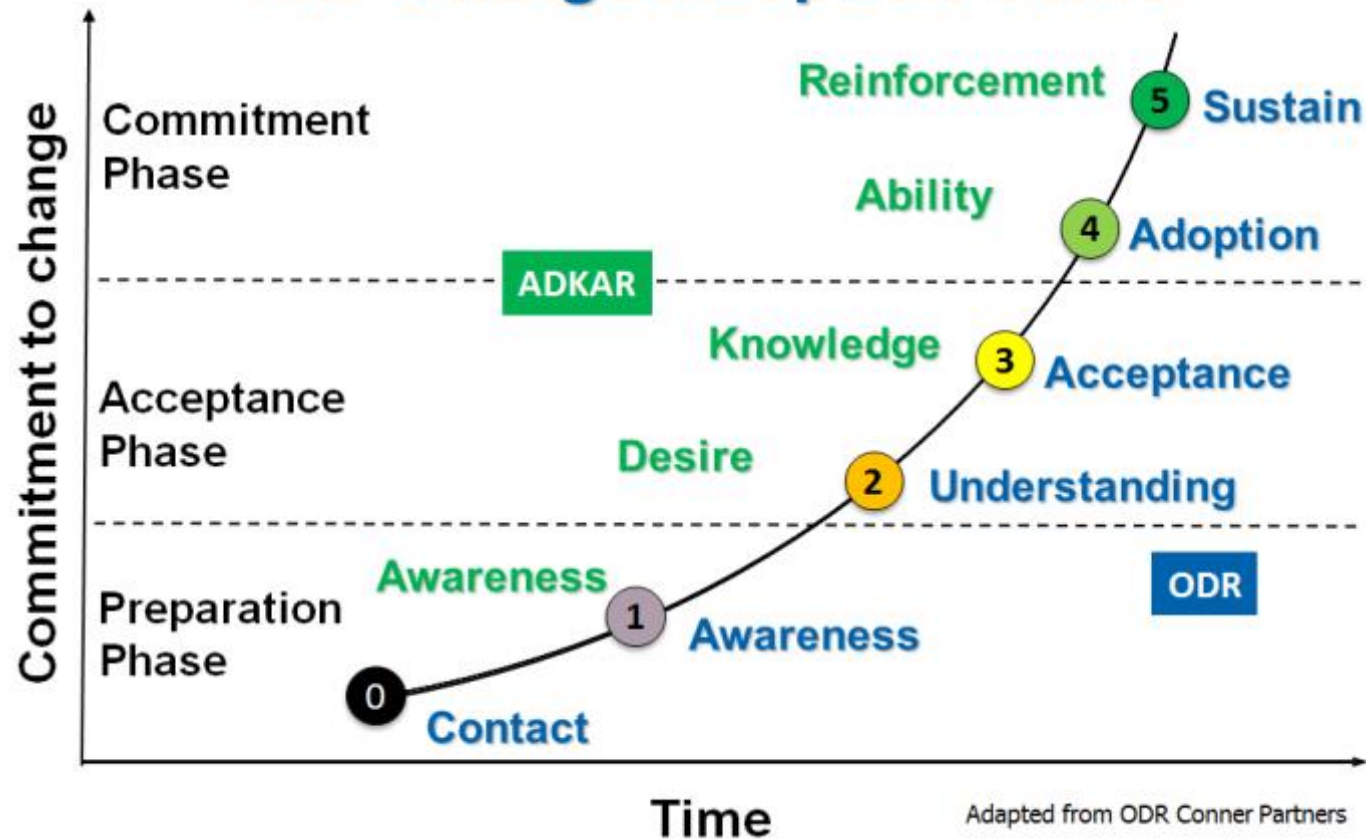
3. Communications and engagement

4. Education, training, and support

5. Job and Organization Design & Culture

6. Change monitoring and readiness

### The Change Adoption Curve



# Virtual and Remote Team Challenges

## Goals, Roles, Processes, Relationships, Collaborations plus the following 11 success factors

- ① Leading with shared purpose, vision and goals
- ② Developing measurable accountabilities and deliverables
- ③ Building and maintaining Trust
- ④ Communicating & providing access to information
- ⑤ Providing timely feedback
- ⑥ Creating a “sense of Team”
- ⑦ Using Travel effectively: “Travel for Trust”
- ⑧ Making Cultural diversity an advantage
- ⑨ Orienting New Team Members
- ⑩ Developing team norms & operating agreements
- ⑪ Mastering collaboration technology



# BEST Practices for Virtual Meetings

## BEST Practices for Virtual Meetings



**Jon Wagner**  
**Russ Milland**

Special Free Edition 2020 due to COVID-19

### BEST Practices for Virtual Meetings



1. Introduction	3
2. Planning Effective Team Meetings Activity	7
3. Virtual Meeting Roles	17
4. Collaboration Technology for Meetings	23
5. Planning: Meeting Agendas and Notes	27
6. Planning: Meeting and Presentation Design	31
7. Planning: Meeting Administration and Minutes	61
8. Delivery: Meeting Facilitation	73
9. Delivery: Leading and Presenting	82
10. Technical Support	85
11. Participants Best Practices	89
12. Collaboration Technology for Virtual Teams	92
13. Collaboration Technology for Virtual Teams Activity	118
14. References and Resources for Virtual Meetings and Collaboration Technology	125
15. Invitation to Submit your Best Practices	127
16. VirtualeTeams Contact Information	128

# Virtual Meeting & Virtual Teams Training & Consulting



## Overall Change Management Approach: 6 Change Levers

Virtual Meeting & Training Workshops	Virtual Teams & Leaders Workshops	Virtual Workforce Consulting
Designing and Facilitating Effective Virtual Meetings	Leading Effective Virtual Teams	Business Case, Vision & Sponsorship
BEST Practices for Virtual Classroom & Blended Learning	Team Assessment and Team Building	Cross Functional Initiative & Metrics
Participating in Meetings (WebEx, Adobe Connect)	Working on Virtual Teams	Blended Learning & Virtual Classroom Consulting
Administering Virtual Meetings	Advanced Facilitation of Virtual Teams	Leading Change Consulting
<ul style="list-style-type: none"> <li>• Best Practices for Virtual Meetings</li> <li>• Best Practices for the Virtual Classroom</li> </ul>	<ul style="list-style-type: none"> <li>• Virtual Team Effectiveness Handbook</li> <li>• Team Assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Virtual Workforce Business Case</li> <li>• Change Mgmt. Toolkit</li> <li>• Virtual Workforce Policies</li> </ul>

# VirtualeTeams Contact Information



**Jon Wagner BAsc. MAsc.**

(705) 323-7736

[jonwagner@virtualeteams.com](mailto:jonwagner@virtualeteams.com)

[www.virtualeteams.com](http://www.virtualeteams.com)

Jon has provided high-impact HR and Change Management leadership and consulting internationally for over 40 years. He has held senior leadership roles at Hewlett Packard, Agilent Technologies, Oracle, and Alcan. He has led projects for technology, retail, public service, manufacturing, transportation and education sector clients in large-scale technology change management implementation projects, organizational and HR transformations, organization design, strategic planning, business process reengineering, learning and development and team and organizational effectiveness.

Jon has been working with and researching virtual teams for over 30 years, including team workshops, online seminars, effectiveness assessments and team interventions for leadership, global and cross-cultural teams. He has published several books including “Building Effective Virtual and Remote Teams Handbook, “Best Practices for Virtual Meetings” and “BEST Practices for the Virtual Classroom and Blended Learning” and has presented at numerous conferences in Canada and the US including Human Resources Professional Association, OD Network, CSTD, Government Greening, Project World and Conference Board Change Management.

# VirtualeTeams Contact Information



**Russ Milland B.A.Sc. M.A.Sc.**  
(416) 884-0581  
[rusmilland@virtualeteams.com](mailto:rusmilland@virtualeteams.com)  
[www.virtualeteams.com](http://www.virtualeteams.com)

For almost 50 years, Russ has worked in senior management roles with major companies such as Imperial Oil and Allied Signal's Aerospace Equipment Systems Division. He has also coached and provided consulting services to many small and medium sized businesses.

Russ has been a pioneer in the application of advanced information technologies to the transformation of businesses using cross-disciplinary teams. He worked with a virtual, cross-disciplinary team to successfully design and implement a new, multi-billion dollar business unit.

As a consultant, he has been involved in developing web-based technologies and communications systems to reach out, develop and engage communities of stakeholders in a number of different businesses – long before the concept became the currently popular “social media” trend. This included an award winning advanced highly modular online learning system initially used as the core online course for York University's MBA program.

In partnership with Jon Wagner, he co-authored the books mentioned in his biography. Russ has also presented at a number of conferences hosted by various professional associations on virtual organization and training topics.

Russ also has made a ongoing strong community contribution over the past 20 years as a Founder, Director and Chief Systems Officer of the Toronto Railway Museum in downtown Toronto.