

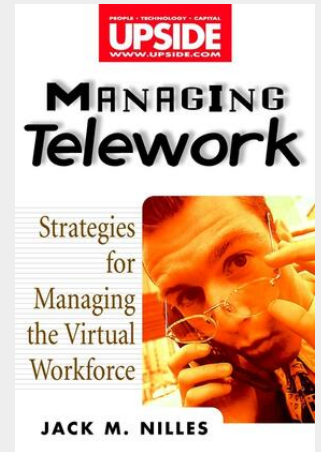
Nilles

Managing Telework

Strategies for Managing the Virtual Workforce

In *Managing Telework*, Jack Nilles illustrates that telework is undeniably the corporate wave of the future on a global level. Telework, or telecommuting, a term coined originally by Nilles, means basically moving the work to the worker instead of the other way around. Although there are both risks and opportunities involved in managing a virtual workforce, the opportunities usually far outweigh the risks. As Nilles explains, the key to a successful virtual workforce is making the best use of those opportunities through proper planning and the development of an appropriate management style. Management philosophy, style, and technique constitute the foundation of this indispensable resource. *Managing Telework* provides crucial information on every part of the telecommuting process. Nilles first explores the issues of selecting the right type of telecommuter-candidates who are likely to be effective workers without the structured environment of the office-and how to find or make proper workplaces for an effective telecommuting program. He then goes on to discuss that central, often unspoken managerial fear of telecommuting: the threat of losing control. Nilles explains that leaders, not administrators, are the key players in successful telecommuting, and that leadership can be taught. There must also be a basis of trust between the worker and the manager, and constant, open communication. Many other pressing topics are discussed in detail, such as how to select the best technology for your specific organization, how to navigate the formal rules and regulations of telecommuting (including union rules and zoning laws), how to measure results, and how to set up a home office. Plus, there is absolutely critical advice provided on other legal, corporate, and cultural issues. This step-by-step guidebook to telework is the only management resource you'll need for the future of business. Learn how to get out of the office. A step-by-step guide to managing a successful, efficient, and happy virtual workforce. "There is no better guide to telework than Jack Nilles. His insights are of growing importance to managers and teleworkers at all levels and sectors of government, business, and industry." -William H. Dutton Professor, Annenberg School of Communication and School of Public Policy and Urban Development at the University of Southern California, and former national director of the UK's Programme on Information and Communication Technologies (PICT) "From his twenty-five years of pioneering and perfecting telework, Jack Nilles defines the essential leadership philosophy of the successful telemanager and presents his time-tested techniques for *Managing Telework*. These pages are packed with top-notch expertise. I wouldn't be without it!" -David Fleming Fleming LTD "In *Managing Telework*, Jack Nilles describes what managers and workers need to do to create successful telework programs and explains the benefits they can derive from this way of working." -Paul Gray Professor of Information Science, Claremont Graduate University "Another milestone from the father of telecommuting; an essential reference and stimulation for the biggest change in work organization since Henry Ford." -Peter Johnston Directorate General XIII BI, Telecommunications, Information Market and Exploitation of Research, European Commission "The success of any telecommuting program hinges on thoroughly training telemanagers and non-teleworkers as well as telecommuters themselves. Nilles presents his guidelines in a practical, straightforward manner." -Margaret A. Klayton-Mi, PhD Associate Professor of Business Administration, Mary Washington College "A major transformation in the nature of work is in process. Jack Nilles, for years the foremost expert and visionary leader in the field of telecommuting, has written the definitive book on the subject. This is where the future begins. Don't miss it." -Burt Nanus Author, Visionary Leadership Professor Emeritus of Management, University of Southern California

Basierend auf dem Vorgängerwerk 'Making Telecommuting Happen' ist dieses Buch ein kompletter Leitfaden für die Gestaltung und Durchführung eines Programms für Telearbeit. Aktualisiert und mit neuen, wichtigen Themenkomplexen für Unternehmen und Manager, die auf eine virtuelle Arbeiterschaft zurückgreifen. Es gibt spezielle Empfehlungen für Auswahl, Ausbildung und Personalentwicklung von Telearbeitern sowie



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