

The Impact Of Virtual Organization On Corporate Life

The Implication For The Business Education Of The Independent Professional Services Business Owner

by Denis Roberts

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Acknowledgments

Many thanks to strategic partner Dr Ahmad Moradi (CEO [Netstairs](#)) and co-creative interdisciplinary team for deepening, broadening and accelerating learning: Dr Ahmad Moradi; Enrique Mesones; and Charles McFarland. Thanks too to Professor Steven Gans, my former professor, and now friend and colleague, whom over the years has consistently guided my learning and reading at the very cutting edge of philosophy, metaphysics, psychology and the ontology of virtual organization. Thanks also to the other members of my interdisciplinary academic team as a student: Gordon Lawrence, Francis Huxley, and Professor Brian Bates who, together, were responsible for such a powerful learning experience. Finally, thanks to my coach, Simon Osborn, whose positivity, support and capacity to engender self-belief have proved invaluable.

SPECIAL REPORT

The Impact Of Virtual Organization On Corporate Life – The Implication For The Business Education Of The Professional Services Business Owner

Purpose

The purpose of this paper is to show the impact of disruptive converging technologies on individual & corporate life and the implication for the business education of professional services business owners; and the need for fully individualized designer education.

Context

Traditional bricks & mortar corporations are rapidly becoming redundant in the field of professional services due to the disruptive technologies that have led to mobile & location independent professional services firms. Executives are becoming younger by the day; and existing executives & professionals under increasing pressure to cut their careers short; and transition into becoming independent business owners and entrepreneurs.

This is having a dramatic impact on employees; due to the degree of transition that can be involved both in terms of mindset, skill set, and social change. This has resulted in a new paradigm for the virtual corporation, which, among other things, carries with it the need for a major psychological transition on the part of the individual.

New paradigm for the virtual corporation

Ownership, power structures & business units

A traditional bricks & mortar corporation is a closed network bounded by corporate ownership & supported by hierarchical management / leadership structures with an employment model. Our paradigm for the virtual organization is an open and organic network, where the independent individual & business forms the fundamental business unit; and replaces the former employee.

The virtual corporation grows via mutual collaborations where further business units form with each strategic partnership & development team

involved .. and the hierarchy is replaced by peer-to-peer leadership .. mutual profit sharing within strategic development teams and the organization grows through inter-related interdisciplinary groups & learning communities.

A whole raft of new skill sets need to be learned. A whole raft of redundant skill sets need to be unlearned; and mindset, and human relations, become paramount.

Psychological impact and need to make a profound personal transition

Making the transition from co-dependent employee to independent business owner, and ultimately to an inter-dependent mutual collaborator, involves profound personal development, which needs to be very carefully supported.

Transiting from a bricks & mortar corporation to a virtual organization can represent an immense personal change, requiring high levels of careful & sensitive support. In my early career, as a human relations organizational psychologist, I supported the journey of many individuals through some very challenging milestones:

a) From co-dependent employee to semi-independent professional services business owner .. leaving a situation in which you are a “part” of something bigger than yourself .. a team .. and organization ... and where you perform a specific role .. involves a significant shift in responsibility .. with the consequent feelings of “everything suddenly landing on your shoulders” .. a jack of all trades ... and often a quite powerful sense of being de-skilled .. and, when coupled with a loss of support .. and social contact .. this, at times, can lead to feelings of acute isolation.

b) From semi-independent professional services business owner to independent owner. In the early stages of becoming independent there are porous boundaries between the identity of the individual & their business. A common indication of this is using personal finances to top up their business .. in the extreme, this can result in both businesses failing & personal finances becoming exhausted.

c) Solidifying independent business ownership. This is marked by the individual owner being able to see the business & organization as something separate from themselves; and, once this is done .. create a clear vision ... measurable business model .. and the capacity to organize .. develop .. and lead the business.

d) Achieving high-level independence. When this stage is reached the owner is ready to move into inter-dependent relationships .. and scale up the business through joint ventures and strategic partnerships.

Financial Implications

Traditional corporations carry massive overheads due to prestigious property costs, which are passed on to the client and associate, with commissions paid to the corporation being in the region of 40-50%. Our virtual organizations run on a 15% associate membership fee; and enables the associate to come away with 85% of the revenue they have generated.

Implications for business education

Orthodox Business Education – Developing The Fast-Track Employee

Business education is still geared to monolithic hierarchical corporations. Its objective is to fast-track former students, as quickly as possible, up the hierarchies of the most prestigious companies. It is highly expensive and takes long periods of time for the former student to recover any ROI (if indeed at all); and, furthermore, is teaching skills that are not only rapidly becoming redundant, but will also need to be unlearned to transit into mutual collaborations & peer-to-peer leadership.

Business education is designed to deliver prestige, which then becomes a passport for the fast-tracker; and intermediates business education & career development. It does little to develop the skills of the independent business owner, or prepare them for the brave new world that is already on our door step.

Virtual Business Education - Developing The Well-Rounded Independent & Interdependent Professional Services Business Owner

This involves 6 key challenges:

1) Producing business education for developing the business and entrepreneurial side of an independent professional services business. (Both professional and academic programs focus on practice; and few, if any, incorporate the business development of the independent professional services business owner in their curriculum. All our programs are designed to fill this specific gap.)

2) Designing programs that are shaped around the specific needs of the individual business owner; and enable them to transition through key psychological milestones; and tackle their own specific challenges and responsibilities; and identify with crystal clear clarity their unique services, niche, and personal brand.

3) Delivering programs that have the capacity to result in enough ROI to deliver growth and profitability to the owner and their business; and create the opportunity to fully recover the cost of the program prior to its completion. (To the best of my knowledge, there is not a single business degree that accomplishes this; and most can take years to deliver any tangible ROI, and if at all.)

4) Combining real-time digital education with virtual organization to leverage time and liberate the sole practitioner from the (caseload x fee-rate) revenue cap; and where due to the intensity of the work, and complexity of relationships, this tends to be a caseload of 10; and free them to now deliver lucrative interactive real-time events which bring a mix of top creative minds to an indefinite number of participants; and generate unlimited revenues. (The most common reason digital education programs fail is that they lack human contact & interaction, coupled with clear support & accountability frameworks. We teach you how to use virtual organization to provide this support via groups & community building; and do so in a phenomenally time efficient way.)

5) Combining real-time digital education with virtual organization to enable the executive coach to gain access to owners of organizations of any size to deliver lucrative interactive real-time events to an indefinite number of participants; and work with existing teams and cross-functional virtual teams (that can include stakeholders such as customers) to unleash the latent creativity of leaders, teams, the organization and their stakeholders; and have the capacity to deliver large scale leadership and corporate transformation projects to organizations of any size.

6) Using virtual organization to leverage space and reach through forming mutually beneficial, and co-creative collaborations and strategic partnerships to scale up organization & business in a highly flexible and manageable way. (This can only occur when the business owner has reached sufficiently high levels of independence to enter into inter-dependent relationships.)

What is virtual organisation and how does it figure

Virtual organization occupies the space where machine intelligence, digital knowledge capture, and human intelligence converge. From this space, virtual organization is designed to create infrastructure for building real-time interactive virtual learning environments, and virtual learning communities that provide access to thought leaders; and bring together the finest minds in co-creative interdisciplinary teams. These teams work across centers of excellence via strategic partnerships; and, through interactive real time mass communication, are able to generate experiential learning communities.

Strategic Partnerships

My virtual organization design consultancy ([The Networking Firm](#)) and training and development coaching business (Business Coaching For Premium Coaches) have formed a three-way strategic partnership with the company that is at the leading edge of designing infrastructure for TV networks and has already produced next generation interactive TV ([Netstairs](#)). They have also designed the world's first Global Interactive Tele-Coaching platform with Real Time Communications. This has a particularly powerful business education application, and some of the top business schools in the world number are among their client base. Building ([The Virtual Global Business School](#)) is the major project that is the product of our strategic partnership.

The respective CEOs have formed a high-level interdisciplinary project team for proceeding via co-creative conversations that focus on communications. Our strategic partner ([Netstairs](#)) is operating at a macroscopic level, and coming from an artificial intelligence and mass marketing perspective; and we are operating at the microscopic, and individual level, when viewed from a human relations organizational psychology perspective, together with harnessing the expertise of a theater director who applies the creativity of the dramatic paradigm in marketing; and as a consulting process for facilitating leadership and corporate transformation.

Interactive TV has the capacity mass communicate & distribute high level co-creative conversations between individuals. Through our strategic partnership, we operate in the space where individual creativity & mass communication come together to generate high level learning.

3 Programs Resulting From Our Strategic Partnership

The Virtual Global Business School:

- 1) Individualized Post-Graduate Degrees
- 2) Mastermind Groups

Business Coaching For Premium Coaches:

- 3) Individualized Master Mentor Tutor Program

The Virtual Global Business School

As mentioned, The Virtual Global Business School will be confining itself to delivering two products:

- a) Individualized Masters by Research; and Doctorates. The degrees are intended for high level professional coaches and consultants who have not taken the traditional post-graduate academic route. Accreditation is focused on enabling a fast-track to post-graduate qualifications. Work-based credits are given for professional experience; and the Individualized MA by Research carries 100 credits towards a doctorate; and is the only degree to offer this fast-track route.
- b) Stand-alone Mastermind Groups, which, via virtual learning organisation combined with real-time communications, can personally & interactively service an indefinite number of participants. This can take a number of forms; and the one described below outlines the interrelationship between the Individualized MA and its use of Mastermind groups.

Fully Individualized Degree

The two key business education challenges for developing the independent professional services business owner are:

- 1) To design programs that are shaped around the specific needs of the individual business owner; and enable them to transition through key psychological milestones; and tackle their own specific challenges and responsibilities; and identify with crystal clear clarity their unique services, niche, and personal brand.
- 2) To deliver programs that result in enough ROI to deliver growth and profitability to the owner and their business; to have an opportunity to fully recover the cost of the program prior to its completion. (To the best of my knowledge, there is not a single business degree that accomplishes this; and most can take years to deliver any tangible ROI, and if at all.)

Self-Managed Contract Learning

To respond to both of these challenges the program is self-managed and the student is totally responsible for entering into a learning contract where they are responsible for designing and delivering every aspect of the degree:

a) Modality – choose a specific research paradigm and area of research which determines the name of the individualized degree i.e. Individualized MA in The Psychology of Success

b) Commercial Product – this takes the form of an interactive real-time signature program that is capable of being delivered to an indefinite number of participants; and may also be marketed via a book

c) Cherry-pick interdisciplinary academic team of eminent academics selected from top universities

- Student designs a degree that fits them and their business like a glove and enables them to identify with crystal clear clarity their unique services, niche, and personal brand to dramatically increase growth and profitability.

- Master Mentor Tutor who works one-on-one with the student to design and accomplish their degree; and incorporates their business model and strategic development plan for generating enough ROI to recover the cost of the program prior to its completion (discipline 1)

- Three interdisciplinary academic team members (disciplines 2-4)

d) Select and negotiate criteria of evaluation with academic team and business school; and actively participate in self-evaluation at every stage of the program.

The Creative Potential of an Interdisciplinary Team

The team will form part of a very exciting blend of high level creative minds; and the student is part of a team of experts who are visionaries in their own fields and who, together, can enable the student to elicit their own unique voice and articulate this as their own paradigm, model, methodology, and niche; and as a consequence reach the point where they are ready to become an author. Instead of the usual thesis, it is this clarity regarding their own unique paradigm that also progresses the student to a point where they are ready to publish a book with authenticity and authority. The real power of

the interdisciplinary team is that each member will deepen and refine their understanding of one another's unique paradigms & gifts; and generate a collective awareness that is much larger than the sum of the parts.

Learning takes place across 3 overlapping experiential learning environments:

- 1) one-on-one (personal master mentor tutor)
- 2) intermediated by interdisciplinary academic team / stand-alone commercial mastermind group
- 3) distributed via virtual organization / community learning

The Pivotal Role of The Stand-Alone Commercial Mastermind Group

The interdisciplinary academic team / stand-alone mastermind group is pivotal in both learning across these three environments; and in commercial terms. This is because it is inward facing in relation to the degree; and outward facing to an indefinitely sized group of participants and experiential learning community, who, in turn, can access and participate in the learning journey.

Each mastermind group member will form part of a team of experts who will not only have a platform for their own area of expertise & business but also will create a unique mix which will collectively generate a level of awareness which not only sharpens team member's awareness of their own and each others fields but also creates an overall heightened awareness that amounts to more than the sum of the parts ... and which will generate exciting new challenges for everyone.

Access to Top Creative Minds is at The Heart of the Educational Process

- 1) Through the Individualized MA the student gets direct personal access to the very top creative minds in his or her field.
- 2) Through the Mastermind Group and virtual learning organisation / community that access is distributed en masse to an indefinite number of participants.

The Phenomenal Commercial Potential of an Interdisciplinary Team & Mastermind Group

The degree is not only specifically designed to develop the professional services owner and their business. It is also designed to build the private practice of interdisciplinary academic team member. This takes place via two avenues:

- a) the academic team is hired on a private basis
- b) the interdisciplinary team doubling up as a stand-alone commercial mastermind group.

The mastermind group will have a very attractive price point to attract volume participants (less than 50% of comparable products). Approximately 40 participants will generate about \$2500 per month per team member for 5 hours work per month. 100 participants will generate approximately \$6000 per month per team member for 5 hours work per month... and so on. The independent coach will no longer be subject to the revenue cap of (caseload x fee-rate); and instead will leverage both time & space to generate the basis of an exponential business.

History and Origins

The degree follows an individualized degree program that I originally went through with Antioch University some 25 years ago and prior to the internet; and that has been the single event with the most profound impact on my independent / collaborative professional and business development ever since. In my case, I studied organizational psychology through an interdisciplinary degree involving human relations based organizational psychology / social psychology / anthropology / philosophy; and my research was into the generation of creativity & learning when exploring co-creative conversation across the boundaries of three centers of excellence with a virtual interdisciplinary team and organization being drawn from The Tavistock Institute of Human Relations / University of Oxford / University of Sussex.

I have now evolved the program into a virtual global format, via the strategic partnerships mentioned above.

State of The Art Technology & Virtual Organization

The current three-way strategic partnership means that the program is now able to harness state of the art technology and virtual organization to create

individualized degrees and interdisciplinary mastermind groups which can now simultaneously bring individualized learning to both the individual & the mass market. This means individual student work will remain highly exclusive, whilst at the same time wide scale access to the learning will be available en masse via the mastermind groups, and virtual learning organization / community.

Business Coaching For Premium Coaches

The goal of the company is to build a global network of Premium Online Coaching Businesses working across Specialisms / Time Zones / Cultures / Languages (with English as the primary language).

We provide training and development for high level coaches and are the third strategic partner.

Individualized Master Mentor Tutor Program

The practice delivers an Individualized Master Mentor Tutor Program, which addresses precisely the same challenges; and follows the exactly same principles as the individualized degree program:

- 1) Focuses entirely on developing the independent business owner and entrepreneur; and the business side of the professional services practice.
- 2) Creates a program that is shaped around the specific needs of the individual business owner; and enables them to transition through key psychological milestones; and tackle their own specific challenges and responsibilities; and identify with crystal clear clarity their unique services, niche, and personal brand.
- 3) Combines real-time digital education with virtual organization to leverage time and liberate the sole practitioner from the (caseload x fee-rate) revenue cap; and where due to the intensity of the work, and complexity of relationships, this tends to be a caseload of 10; and frees them to now deliver a lucrative interactive real-time event which brings a mix of top creative minds to an indefinite number of participants; and generate unlimited revenues. (The most common reason digital education programs fail is that they lack human contact, coupled with clear support & accountability frameworks. We teach you how to use virtual organization to provide this support via groups & community building; and do so in a phenomenally time efficient way.)
- 4) Delivers a program that enables the mentee to elicit and create their own

unique paradigm / signature program; and pilot and test this on a commercial basis in order to generate enough ROI to deliver growth and profitability to the owner and their business; and thereby create an opportunity to fully recover the cost of the program by its completion.

5) Combines real-time digital education with virtual organization to enable the executive coach to gain access to owners of organizations of any size to deliver lucrative interactive real-time events to an indefinite number of participants; and work with existing teams and cross-functional virtual teams (that can include stakeholders such as customers) to unleash the latent creativity of leaders, teams, the organization and their stakeholders; and thereby have the capacity to deliver large scale leadership and corporate transformation projects to organizations of any size.

6) Uses virtual organization to leverage space and reach through forming mutually beneficial, and co-creative collaborations and strategic partnerships to scale up organization & business in a highly flexible, manageable and flexible way. (This can only occur when the business owner has reached sufficiently high levels of independence to enter into inter-dependent relationships.)

Key support and development issues

There are two key aspects where we support you in becoming an independent business owner:

1) Enabling you to discover your unique niche ; and then elicit and your own unique paradigm; and thereby gain mastery.

2) Enabling you to become a well-rounded practitioner by holistically developing yourself across the 7 key areas of independent business ownership.

Enabling you to discover your unique niche ; and then elicit and your own unique paradigm; and thereby gain mastery

We accomplish “Mastery” when we know our “true gift” .. “where this is of greatest value to our client” .. and “define our niche” with lazer-sharp precision ... and then progress to eliciting .. and articulating our “own unique paradigm” .. and this is where the skills of the Master Mentor Tutor .. operating within the framework of a self-managed & individualized program .. come in.

When we reach this point, we have attained the necessary wisdom to “speak with authenticity” .. and to “teach our own unique area of expertise”. Our program will involve you in an experiential learning journey that brings you to this juncture; and, which will enable you to graduate as a Master Mentor Tutor in your own unique paradigm & niche.

Enabling you to becoming a well-rounded practitioner by holistically developing yourself across the 7 key areas of independent business ownership:

Essentially this is our fundamental development goal. Our programs teach a holistic & integrated approach to developing you & your business across a broad spectrum of core capabilities; and our core curriculum covers 7 key areas of development:

- 1) Personal
- 2) Professional
- 3) Leadership
- 4) Organizational
- 5) Applied Technological
- 6) Entrepreneurial
- 7) Business

This means programs that with the program being 100% Individualized, you, the mentee, take full responsibility for the entire learning journey; and design your own unique program founded on these 7 core capabilities.

Individualized Accelerated Growth Programs (Set of 6 x 1 Hour Sessions Per Week over 4 terms and a period of 24 weeks)

Through our designer programs, you will first gain direct experience of our methodology & then be tutored one-on-one in how to use it to elicit your own unique niche & paradigm. Once you achieve this, you are in a position to be an authority in your own right, and do so with regards to your own unique gift & niche.

At the beginning of the first Accelerated Growth Program, you form a vision of your ultimate goal, as the individual business owner; and this is founded on what you love doing most .. who you love being most .. your vision / values / purpose / true gift; and where this impacts most on your (prospective) client's Number 1 Challenge; and which, in turn, identifies your niche with razor-sharp precision. This then works back through a series of milestones .. high impact goal for current year .. 6 month high impact goal for Individualized Master

Mentor Tutor Program .. 90 day mid-point high impact goal. This then provides a framework for setting your High Impact Goal for each Term & Accelerated Growth Program.

High Impact Goal

With each Term & Accelerated Growth Program, you focus on a high impact goal, which will move you furthest forward in relation to the discovery of your own unique niche & paradigm, and do so across the above 7 development areas, in the shortest period of time. Once you have the goal in place you work backwards to develop a strategic development action plan which covers each of the weekly milestones. These will be further broken down into bite-sized chunks; and reinforced by weekly homework. On the sixth session, progress is reviewed; and a “stretch high impact goal” is set for the next term & program.

Qualification

So, you graduate when you have identified your unique niche; and are able to articulate your own unique paradigm in the form of your own signature program. At this point, you are able to teach & write directly from experience, in a truly authentic voice; and communicate your own uniquely individual perspective.

In addition to designing your signature program, one of the outputs from the program will be for you to be in a position to capture your own unique knowledge, perspective, and paradigm in the form of a book, paper, article or blog; and a book can then be published on a commercial basis, and marketed via our video communications platform.

By the mid-point at the end of the second term you should be ready to run ideally two pilots at 50% discount to receive valuable feedback and testimonials to refine and market your signature program; and create an opportunity to recover the cost of the program.

At the end-point of the program you graduate; and, are in a position to teach & write your own unique area of expertise & wisdom; and will have designed and market tested your own unique signature program.

Program creates an additional portfolio with a mix of three possible pathways:

- 1) Train other Master Mentor Tutors for the coaching firm
- 2) Train as a Leadership and Corporate Transformation Consultant & Coach
- 3) Train as a Master Mentor Tutor for The Virtual Global Business School (subject to academic qualifications)

Who We Are Seeking

We are seeking Experienced Premium Coaches with a “Creative Mind” .. “Caring Heart” .. “Kind Soul” .. “Generosity of Spirit” and who “Value Mutual Collaboration”. You are likely to be educated to at least Master’s Level (though not essential); and be an “Experiential Learner / Teacher” with “High-Level Facilitation Skills in the Here & Now”.

Who we are

We are leading edge inventors, designers & innovators who have created and combined three new inter-related paradigms in which you will be schooled:

1. New paradigm for the building a premium-rate virtual coaching firm

▶ “How to build a Premium Rate Online Coaching Business – A Glimpse Into The Power of Virtual Organization” by Denis Roberts <http://goo.gl/d3RcwF>

2. New paradigm of the key principles for co-creating fruitful collaborations & strategic partnerships

▶ “The 10 Key Principles of Fruitful Strategic Partnerships – How to Pinpoint Mutual Benefit” by Denis Roberts <http://goo.gl/IB4R4q>

3. New paradigm for a creative and coaching-based approach to abundantly enrolling premium clients

▶ “Traditional Sales & Marketing Fails Coaching Industry – Three Things You Need To Learn To Directly Enrol Clients Abundantly!” <http://goo.gl/9jvQJA>

▶ TV interview regarding above paradigm <https://goo.gl/6yCP8i>

Selection

For this intake, there will be only 5 places for the Master Mentor Tutor Program; and the successful candidates will be personally Mentor Tutored by

me, CEO Denis Roberts.

Suitable candidates who don't make it into this intake will go onto a priority waiting list for the next intake.

To Apply For A Place On The Master Mentor Tutor Program

<http://goo.gl/R4y1AW>

Complimentary Discovery Consultation

You are invited to a No Obligation Complimentary Discovery Consultation relating to any program <http://goo.gl/ne8t2g>

Contact Strategic Partner Dr Ahmad Moradi CEO Netstairs:
amoradi@netstairs.com

Thank you for your interest; and wishing you every success!

Warmest regards,
Denis Roberts, Founder The Virtual Global Business School

Business Education Coach And Virtual Organization Designer - For Building Premium Online Global Businesses And Networks

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