Overview

- Balanced Workplace flexibility: Why & What?
- Who Benefits Employer/Employee/Customer
- Types Pros and Cons- Think Pair Share from employee and employer
- Case examples- stories- FLEXSAAVY
- Implementation approach
Why: Workforce Competitiveness Trends

- Aging population - increasing elder care demands
- Dropping fertility rates
- Fewer replacement workers for pensions, social security
- Example: "Sampo" Generation - giving up, marriage, dreams buying house
- Labor market shifts women & men - dual career
  - Division of Housework - example
    - About 60% baby boomers (40s, 50s) feel wife’s duty
    - About 60% millennials (20s, 30s) think equal husband wife
- Global work schedules - mobile work force, clients

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Global C-suite executive SHRM/ Economist Global Firms 2020 survey, Biggest challenges next 10 years
1. Retaining and rewarding the best people
2. Attracting the best people to the Organization

Number one tactic: 1. Workplace Flexibility (58%),
2. Trust in Leadership (47%) 3. Meaningful Work (40%)

Source: SHRM 2010 Human Potential Poll
## Workplace Effectiveness Dimensions

<table>
<thead>
<tr>
<th>Workplace Effectiveness Dimensions</th>
<th>Content/definitions</th>
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<tbody>
<tr>
<td><strong>Job challenge and learning</strong></td>
<td>My job lets me use my skills and abilities; the work I do is meaningful to me; my job requires that I be creative; I get to do different things on my job; my job requires that I keep learning new things</td>
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<tr>
<td><strong>Supervisor task support</strong></td>
<td>My supervisor is supportive when I have a work problem; my supervisor recognizes good work; my supervisor keeps me informed</td>
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<td><strong>Climate of respect</strong></td>
<td>Managers actively seek out information and new ideas from employees at all levels; I trust what our managers say; managers deal ethically with employees and clients</td>
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<tr>
<td><strong>Autonomy</strong></td>
<td>I have a lot of say about what happens in my job; I have freedom to decide what I do; I can be myself on the job</td>
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<td><strong>Economic security</strong></td>
<td>I am satisfied with my opportunities for career advancement; I am satisfied with my earnings; I am satisfied with my benefits</td>
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<tr>
<td><strong>Work life fit</strong></td>
<td>My supervisor cares about the effect of work on my personal/family life; I have coworker support to successfully manage work and family; I have schedule flexibility to successfully manage work and family; My schedule meets my needs</td>
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Source: U.S. Families and Work Institute, 2009
Flexible work schedules

- Worker control over time, workload, place
- Offered by employers for both work-life and performance reasons
- 77% of U.S. employers allowed at least some employees to change the times they start/stop work (FWI, 2012)
- 63% allowed at least some employees to occasionally work from home

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Benefits of Workplace Flexibility

Organization

• Employer of choice - Attract and retain quality employees.
• Cost savings and reduced turnover, global work schedules
• Address 24-7 & globalization of business, customer availability

Job/Co-workers

• Increase Productivity, cross training.
• Decrease Accidents, presenteeism, tardiness, training, replacement

Employees

• Engagement, helping out, job satisfaction
• Less likely to miss work (due to illness, nonwork demands).
• Improved well-being, less depression, burnout, sleep, health, exercise; elder & child care

Community

• Involvement in community, school, doctor, and family events, shorter commutes
Implementation Challenges - Mixed messages

- Yahoo and Best Buy retract flexible policies
- Managers / workers/ teams need to adapt
  - Schedule meetings
  - Managing performance
  - Virtual teams
- Some workers challenges with overwork
- Some workers need more structured work environment

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Manager & Employee Flex Savvy

- Understand **range of flexibility practices to align implementation** with workforce & company context
- Implementing flexibility must not be treated as an accommodation but **organizational change** empowering individuals and teams
- Alignment HR systems, culture, and performance and work-life management with **work processes**
What is Balanced Workplace Flexibility?

- Mutually beneficial flexible arrangement for employees/employers (Dual agenda, Bailyn, 2010)

- "Balanced flexibility" for mutual gain; (Win-Win) Not Bad Flex

- Parties agree on when, where and how

- Formal or informal/ad hoc/occasional

- A business practice & teamwork process not a Program or individualized one off flex deal

- Best as culture change toward new ways working to serve customer while benefiting worker too
1. Culture of Unbalanced Flexibility

- Unintended consequences - negative, rather than positive outcomes
- Risk of extremes: from exploitation of workers (electronic tethering) to entitlement culture
### Balanced Flexibility – Avoiding Traps

**2. Altering Work-Life Dynamics**

- Reduced contact between flexibility users and other organizational stakeholders
- Difficulties transitioning
- Difficulties managing careers and performance for flexibility users and their supervisors
- Job and Family Creep
### Balanced Flexibility – Avoiding Traps

| 3. Fairness (Inequality and Stigma) | • Coworkers’ perceptions of injustice/inequity and unequal distribution of flexibility access  
• Gatekeepers of flexibility seen as being arbitrary or unfair  
• Lack of clarity on how nonusers should work with flexibility users  
• Backlash stigma |

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# Types & Examples of Workplace Flexibility

<table>
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<tr>
<th>Type</th>
<th>Example</th>
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<tbody>
<tr>
<td><strong>Time Schedule (When)</strong></td>
<td>Flextime</td>
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<td></td>
<td>Compressed workweeks</td>
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<td>Flex shift trades/ workday schedules</td>
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<td>Self-scheduled breaks</td>
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<tr>
<td><strong>Location/Place of Work (Where)</strong></td>
<td>Telework; home based,</td>
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<td></td>
<td>Remote work, hoteling</td>
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<td></td>
<td><em>Virtual contact</em>: pagers, cell, email</td>
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<td><strong>Amount of Work (How Much)</strong></td>
<td>Job-sharing, floaters</td>
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<td></td>
<td>Reduced load or customized work/part-time work</td>
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<td></td>
<td>Working hours per week, Overtime</td>
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<tr>
<td><strong>Work Continuity (Leaves/Breaks)</strong></td>
<td>Long-term breaks/sabbaticals, career flexibility, family personal</td>
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<td></td>
<td>medical leaves, comp time, work breaks</td>
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Think Pair Share: Exercise

- Pick one type of flexibility
  - Time, Place, Workload, Leave
- Consider a pro and con of each type

- For Employer
- For Employee
- How to balance

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Flexibility Benefit & use may differ by type

- Homeworking- Telework

Benefits:
• Reduces commute to/from work, employee comfort/clothing,
• Less overhead costs at central work site
• Attract/ retain talent,

Who: Professionals and call centers, IT jobs

Caveats: Employer and Employee
• Communicating with colleagues
• Pressure to be available during standard work hours (visibility/
• face time)
• Not all work can be taken off site
• Tech. support,
Flexibility Benefit & use may differ by type

- Compressed Work Week
  - Less absenteeism, turnover, better use of 24-7 systems,
  - Who: nurses, blue collar manufacturing
  - Caveat: fatigue, child care

- Part time/Reduced load
  - Turnover, burnout, retain workers with interest in juggling multiple life roles
  - Who: any job but especially, older workers, those with family, health, or school demands, gradual return to work
  - Caveat: part time pay for full time work, career management

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Work Smart Case

- **Global US company needs to interact with partners in different countries and time zones**
- **Real estate prices rising**
- **Changing workforce - more women, elder care, child**
- **Attracting and retaining top talent**
- **Productivity**
  - **Work-life balance**
  - **Commute time, expense**
Real Estate Costs and Constraints

- Company spends $200 million annually on occupancy expense.
- Employee population growing, but company-owned buildings at capacity.
- Each working day in US there are 900 partners using VPN (1 in 8 of staff).
- At any given time, only 50% of desks occupied.
- Each vacant desk costs the company $7,000 per year.
The Culture

- Conservative and Traditional
- Extremely high levels of customer service
- “Face time” perceived to be the way to promotions
Discovery of the solution

- Proposal
- Pilot
- Practicalities
  - Risk Management
  - Productivity Measurement
  - Evaluation
- Approval
Solution: WorkSmart Program

- Formal approach to flexible work
- Participants give up dedicated office space in exchange for a network of options (home office, business unit flex space)
- Decisions made by Business Units (BU)
- Voluntary program, though BU’s identified as eligible are strongly urged to enroll.
Solution: WorkSmart Program

- WorkSmart, partners exchange traditional office/cubical for network of locations including flexible office space (hot desking), home offices, client sites or even coffee shops.
  - Participants must clear personal belongings from their workstations and use drop-in flex desks when in the office
  - Desks are not allocated or personalized – must be available to any participant at any time
- General guideline is to come in the office at least 1x a week and work remotely at least 1x a week.
- Individual teams can specify working guidelines via the WorkSmart Charter

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Eligibility Criteria

- Participants must have home internet & contingency plan in case of power outage
- Laptops and soft phones provided

Risk

- Suitability of job functions and risk ratings (1-4) will be evaluated.
- Contractors, temps and high-processing groups are not eligible.

HR

- Participant’s home office must be quiet, safe, ergonomic and must be in the same state and country as their work office.
- Overtime eligible partners not eligible.

Tech

- Business Unit and Manager retain right of veto
- Managers review suitability of participant’s home office set up

Mgr
Employee Requirements & Pilot Evaluation

- Home office equipment, other than laptops, responsibility of individual. Lights, electricity, heat, internet, office supplies, etc. employee responsibility; not reimbursed.
- Participants should remain in the program for a minimum of 90 days & complete bi-weekly surveys during 90 day monitoring period for candid feedback.
- After 90 day milestone, share compiled survey results and recommended next steps
Productivity Results

- Improved concentration at home
- Increased work-life balance and satisfaction
- Increased engagement
- Improved team communications when adopting collaborative technology tools (Lync, WebEx, desktop sharing, etc.)
- Decreased time spent commuting
- Lower turnover
• WorkSmart enables future growth without incurring additional costs, supports business continuity, enables mobility and collaboration with partners across the globe and reduces occupancy expense.

• Mutually beneficial solution for organization & employee.
Table Exercise

- What is a flexibility implementation challenge you are facing? / What is an aspect of your organization’s current flexibility program or workplace flexibility approach would you like to see improved?

- Brief issue identification (1-2 sentence)

- Scribe makes a list of each type of issue by person.

- Pick 1-2 cases.
Tables- Deeper Dive

- Presenter: Illustrative story or example to illustrate

- Table: Clarifying Questions- applying Concepts
  - 1) Balanced flex: Employer and employee views
  - 2) Culture (identify what value or norm is challenging)
  - 3) Equity
  - 4) Unintended consequences
  - 4) Something else (identify).

- Brainstorm- Next steps
  - Approaches to better diagnose or more forward on issue.
    - Prioritize one short term/long-term action to take
    - Summarize debrief- 1 take away and brief example
  - Repeat (if time)
- Determine which type of flex approach fits team, job, Develop manager, employer, employee capability

- Adapt Work Processes
  - Coordination, communication protocols
  - Ensure client outcomes, security

- Invest HR systems scheduling systems, cross training
  - Performance metrics/management & org. change
  - Training Supportive Supervisor Behaviors, Flexstyles/ Boundaries
  - Work culture that focuses on results while valuing employee well-being
  - Build Equity, Trust

- Pilot- evaluate- continuous improvement
Employees have growing needs for flexibility: Employers need to change & adapt
For More Information:
