

Work Pedagogies and Flexibility

UN Expert Group Meeting

Work-Life Policy, Practice and Potential

Background and Rationale

- ⌘ Workload and *how* we work are barriers to:
 - ⌘ Engagement and retention of critical talent
 - ⌘ Achieving the goals of the work-life initiatives
 - ⌘ Employees' ability to utilize flexibility and achieve work-life effectiveness, and good quality of life
- ⌘ Workload is a pervasive issue globally
 - ⌘ Employees are dealing with increasing work demands, long hours , higher levels of stress
 - ⌘ Time and energy precious commodities in this challenging business environment

Time Spent on Low Value Work

Employees across industries report spending on average, 20% of their time on low-value, inefficient work !

One day per week/8 hours of lost productivity.

Drivers of Overwork

External Forces

- Global Competition
- Customers
- Technology
- Economic Pressures
- Stockholder Demands



Overwork



Internal Forces

- Staffing Issues
- Mgmt. & Org Practices
- Customer Needs
- Technology Issues
- Work Processes
- Personal Skills/Habits

Individual and Organizational Costs

- Increased Stress and Burnout
- Increased Frustration and Anger
- Health Issues
- Personal Problems
- Decreased Job Satisfaction and Engagement
- Lack of Control over Work Hours
- Reduced Quality of Life
- Reduced Effectiveness



Business Costs

- Recruitment
- Productivity
- Innovation
- Quality



- Health Care Costs
- Absenteeism
- Regretted Loses



Factors Driving Workload, Low Value Work, Barriers to Flexibility

☒ Staffing/Training Issues

- ☒ Headcount control
- ☒ Inadequate staffing
- ☒ High turnover
- ☒ Staff capabilities don't match the work

☒ Customer/Client Needs

- ☒ Unrealistic expectations and deadlines
- ☒ Customer commitments made without checking resource availability

☒ Work Processes

- ☒ Poor processes and systems
- ☒ Unnecessary steps
- ☒ Wait time

☒ Management and Organizational Practices

- ☒ Poor planning
- ☒ Unclear roles, expectations
- ☒ Lack of clarity about priorities
- ☒ Breakdowns in communication
- ☒ Excessive or poorly run meetings
- ☒ Bureaucracy, too many layers of approval needed
- ☒ Emphasis on long hours in the office as a sign of productivity and commitment

☒ Technology Issues

- ☒ Inadequate technology and tools
- ☒ Lack of technical support and training
- ☒ Information overload

☒ Personal Skills & Habits

- ☒ Interrupting others
- ☒ Poor time management

Team Effectiveness Process™ Implemented Successfully at Leading Companies

- ☒ Financial Services
- ☒ Pharmaceuticals
- ☒ Professional Services
- ☒ Technology
- ☒ Hospitality
- ☒ Manufacturing



Erasmus+ – Work Environment



Improvement
Processes and Practices





Examples of Team Results

Drivers of workload, barriers to flexibility can often be eliminated or reduced with “quick wins” and action plans that make a real difference

Teams have achieved measurable results

Increase access and use of flexibility

Improve business processes

Increase efficiency

Increased productivity

Reduced time on low value work

Enhance quality of client service

Increase employee satisfaction, engagement, and work-life effectiveness scores

Lower stress

Lower turnover

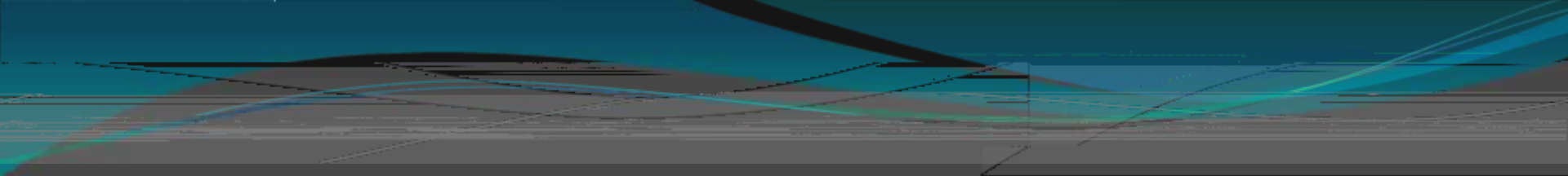


Examples: 'Team Discussion of Work Life Effectiveness and Desired Work Environment'

- q More flexibility in where, when and how work is done
- q When spouse expects you, you're there
- q Spending some portion of our time working virtually
- q Being able to take a vacation without interruptions
- q Not having to work every weekend
- q Feel more connected to other members of the team
- q Less time in meetings
- q Ability to access decision makers when necessary
- q Respect for other's time

Examples: Team Work/Life Effectiveness Operating Principles

q



Case Study: IBM

People Oriented Work Redesign (POWR)

Business Problem – Work-life balance is a critical retention tool; workload and time spent on low value work is a key barrier worldwide

☒ Employees committed to achieving company and customer goals BUT difficulties

POWR – People Oriented Work Redesign

- ☒ An effective process for addressing ineffective management and employee practices at the workgroup, department or team level
- ☒ A forum for examining and challenging assumptions
- ☒ A way of addressing problems within the workgroup's control
- ☒ A method of achieving both business and personal benefit
- ☒ An opportunity to experiment with new, flexible ways of working

Communicating 'POWR' Internally

The screenshot shows a presentation slide with a dark blue header and a light blue background. The slide content is as follows:

www.kisssoft.com

STAMP RESOURCES

Stamp resources

The guide will answer these questions:

- What is POWR?
- How does POWR work?
- What is POWR's role in the stamping process?

acknowledge a topic

Stamping Process

POWR Workload Assessment Survey



POWR – Examples of Workload Assessment Results

ISSUES

- ☒ Multiple requests for the same information
- ☒ Unclear Roles and Responsibilities
- ☒ Technical team utilizing time to go back and forth to lab
- ☒ Lack of focus in conference calls and meetings due to outside distractions
- ☒ No adequate time for training / no good backup

QUICK WINS

- Establish team website with typical presentations, stats
- Update team organizational chart and add descriptive text
- Relocate entire team closer to the lab
- Establish team meeting rules: No Sametime, no laptop usage unless presenting, clear agenda
- Immediately identified back-ups for each person on the team

Case Study: 'Marriott'

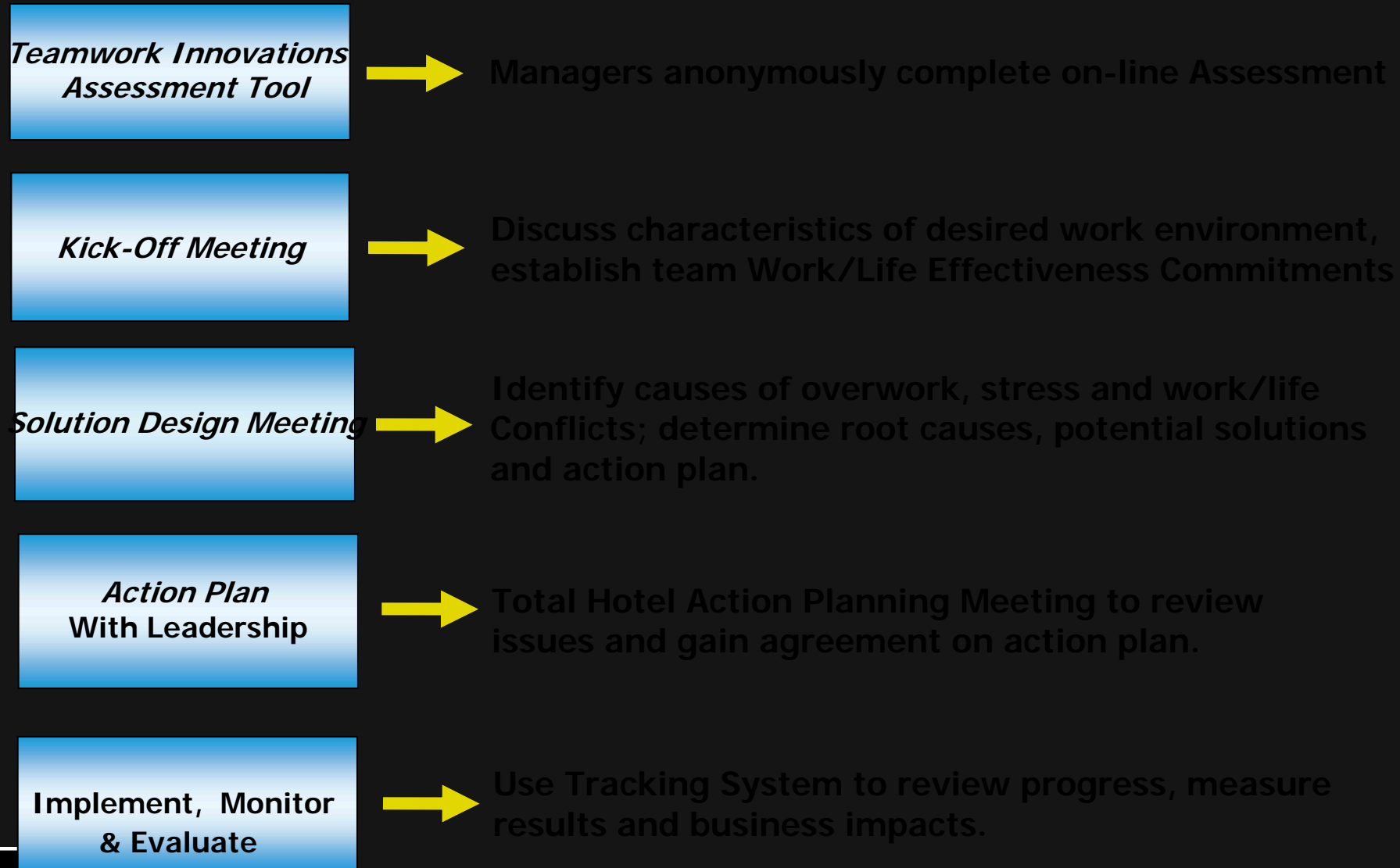
Teamwork Innovations Process

Business Problem – Long work hours and 24/7 operations taking toll on managers; recruitment becoming difficult; talented managers leaving for family reasons

Solution – Hotels implemented team-based process to improve work-life balance for managers while maintaining customer service. Criteria for success were reduced work hours, less stress and job burnout, no adverse financial impact on business, sustained high quality customer service

Results – As a result of this process, managers work hours were reduced by 5 hours per week; low value work decreased by 50%; no negative cost or organizational impact; stress and work-life conflicts reduced significantly

Teamwork Innovations Progress Overview






Summary of Key



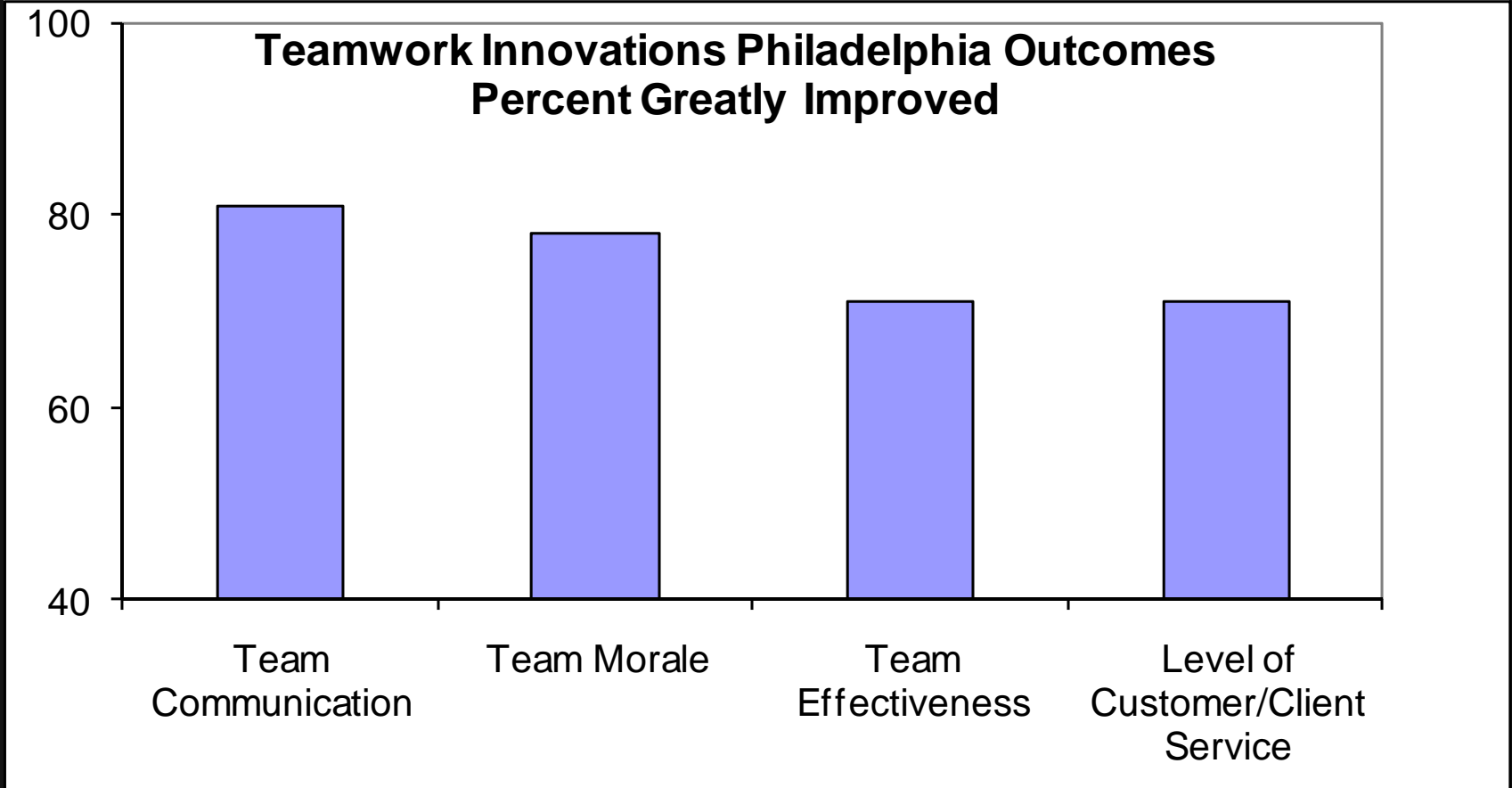


Team 'Operating Principles' Examples

- ☒ Establish meeting norms including timeliness, disconnecting from phone/blackberry & effective information sharing. Proper information is filtered back to necessary departments and there is accountability and action steps.
 - ☒ Email and communication norms will include targeted distribution and a public drive for everyday reports. Email used for non-urgent communication and we properly use the out of office feature.
 - ☒ Explore and respect all managers' ability to work from home or flex schedules as business allows. We respect all team members personal life; empower yourself to exert flexibility.
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Best Practices Implemented at Philadelphia Marriott

- ☒ Operating principles and team practices to *avoid* personal time interruptions (process changes, culture changes)
- ☒ Meeting and email protocol; email portal
- ☒ Management modeling behavior changes
- ☒ Structural changes – breaking down barriers
- ☒ Non-traditional approaches to work – flexibility
- ☒ Team building events
- ☒ Cross functional team building



Percent Strongly Agree or Agree



Flex Solutions in Marriott Call Centers

Traditional

PTO

Shift Floaters

Trading Shifts

Part Timers

Overtime

Innovative

“Just in time” flexibility

Down Time

Time off in increments

Technology empowering associates to manage own time

Home Based Agents


PNC Financial: Compressed Work Week

- ⌘ Manager proposed Compressed Work Week
- ⌘ 9/10 day schedule
- ⌘ Mondays and Fridays were the “CWW days”
- ⌘ Week 1 – employees worked five 8-hour days
- ⌘ Week 2 – employees worked four 9.75-hour days
- ⌘ Challenged the team to “figure it out”





PNC Impact

- ☒ Scheduled absences reduced by over 50%
 - ☒ Unscheduled absences also reduced
 - ☒ Turnover significantly reduced
 - ☒ Increased productivity
 - ☒ Overtime reduced to zero
 - ☒ Greater efficiency
 - ☒ “Made them all leaders”
 - ☒ Greater employee satisfaction and engagement
 - ☒ Paved the way to “Absolute Flexibility” in other call centers
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Teamwork & Performance Solutions - KEY TO DT

Increasing team effectiveness, reducing low-value work and integrating work-life effectiveness principles into day-to-day work practices at the team or workgroup level...

...is the key to changing the culture and enhancing individual, team and business success!

