

It's not about working less, it's about working differently

Our journey—**Creating a culture of flexibility**

Our people have told us that flexibility is important to them. They want to work in a place that allows them flexibility in where they work, how much they work and when they work. In fact, through our groundbreaking NextGen Study, we know that this is a high priority for millennials. Creating a culture of flexibility enables organizations to provide more options for their people to stay engaged and is essential to help companies deliver high quality products and services, grow their business, and create rewarding work experiences for their people.

In the past few years, PwC has made significant progress, and, while we know many of our people have successfully adopted flexibility practices into their everyday work, we know there's more we can do.

Flexibility is not something that can be mandated, but rather, it's about empowering your people to talk to their managers, supervisors or teams about what matters most to them. Organizations should explore ways to build more flexibility into the way their people work, into their career paths and into career opportunities they offer.



Should not compromise quality



Can enhance productivity, quality, client service and morale



Requires planning, project management and two-way dialogue



Should not affect our ability to get our work done

Making flexibility real

In November 2011, PwC launched Flexibility² to support changing demographics and business models. The “2” reminds us that it's all about creating a work environment that is sustainable for people *and* business. We've been on a journey, and we learned that the first step is challenging teams to talk about flexibility, to develop a plan and to make it real.

Some of the key learnings from our efforts so far have been:

- Its best when teams *plan* for flexibility
- Communication is key
- Employees must feel *empowered* to share their needs, not *guilty*
- Flexibility improves morale and engagement
- Flexibility helps team members feel more refreshed and energized
- Teams report that they work more efficiently and see no decrease in quality

Remember, there is no right way to do this, but communication is the key!

Ideas and best practices to promote flexibility within teams

What is flexibility?

Each of us defines flexibility differently, depending on our career and personal goals. For some, it's about taking a yoga class during the week, leaving early to see a child's soccer game, working from home on occasion or having a predictable work schedule. For others, it's more formal options, such as a telecommuting arrangement or a part-time schedule. Clearly, flexibility is not a "one size fits all" concept, and it's up to organizations to empower their people to define it for themselves.

Everyday flexibility can be a practical option for everyone. At PwC, teams are encouraged to find ways to accommodate each other's priorities in and outside of work and to remember that enhancing flexibility is not about working less—it's about working *differently*.

PwC team best practices for flexibility

Do:

- **Think** about what is important to you
- Come up with **a plan**, in advance, on how to make it work
- Consider the **impact** on your clients, work & teammates
- **Discuss** with your team and coach
- Hold **yourself** accountable
- **Be respectful** of your colleagues' plans and time
- Provide and request **regular feedback**
- **Remind** your teams of your plans
- Realize that you need to be flexible as well
- Be **available** when you say you will be
- Evaluate **your flexibility** over a period of time, not individual events
- **Communicate!!!**



Don't:

- Assume everyone knows **your schedule**
- **Wait** until the last minute
- Rely on other team members to work out **coverage/support**
- **Think** it will always be easy
- **Expect** what works for one to work for others
- **Judge** anyone else (skip the 'leaving early' jokes!)
- **Forget** you will get more control of your workflow as you gain more experience
- Forget to ask whether your **flexibility plan** will work



Flexibility ideas

Flex time



Each team member can select time frames during the week to flex

Personal night



Each team member can select a night of the week where they can leave at an agreed upon time

Personal break

Team members can leave at agreed upon time to attend to personal matters (e.g., gym, friend/family commitments, etc.) and log on from home or return to the office later to complete work



Early departure night



Team decides on a night during the week where the entire team can shut down and agree on the time to leave (e.g., 6 or 7 pm)...many teams choose Friday nights

Recognize flexibility



Don't forget to publically praise and recognize those who have incorporated flexibility into their everyday work

Remote day



Team members may select a day in the week to work remotely (e.g., one day per/week or month)

Flex arrival/departure

Establish windows of arrival and departure so team is available during core hours, but has flexibility in the structure of their day (e.g., 7-9 am arrivals; 4-6 pm departures)



Dress code

Allow for casual dress one day a week (e.g., jeans on Fridays)



Team calendar



Team identifies important work deadlines and individual personal commitments on a group calendar and commits to it