

Work Redesign and Flexibility

Amy Richman
WFD Consulting
November 2010

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.

Model: Drivers of The Way We Work and Costs

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

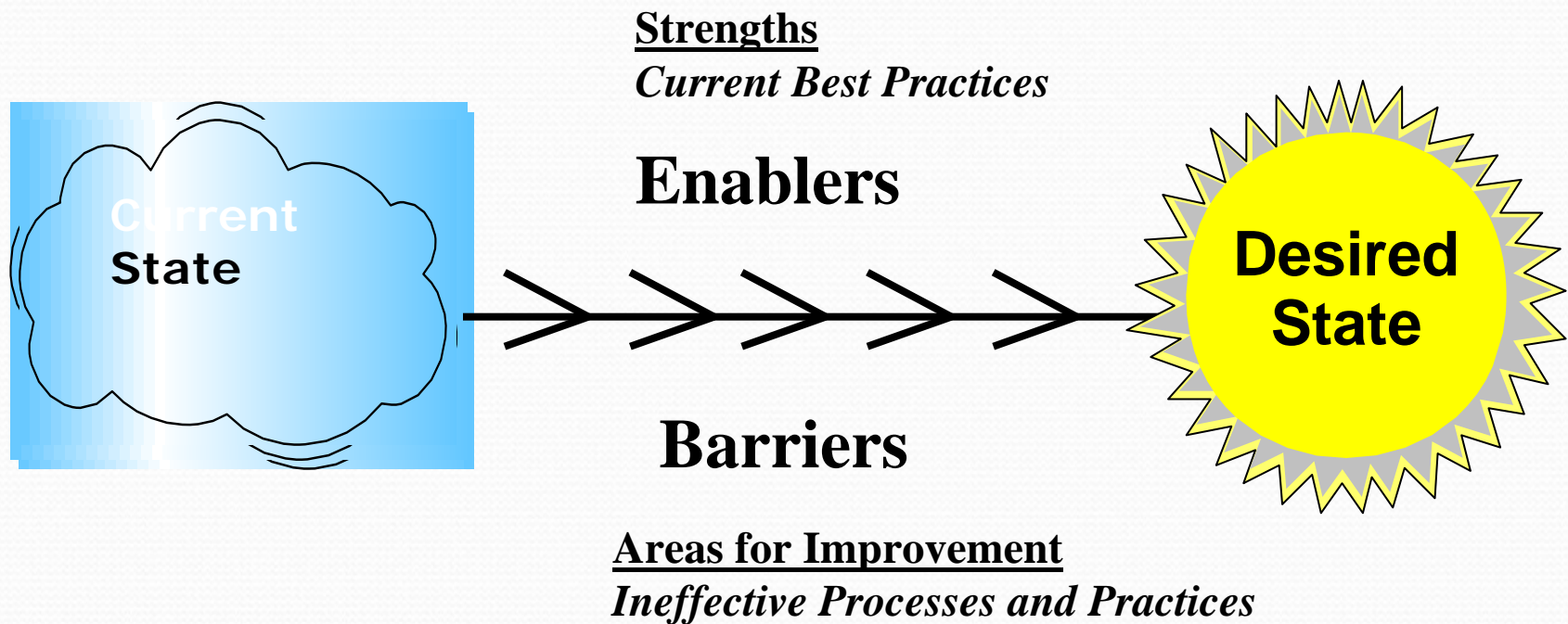
Work Redesign

- Strategies to reduce low-value work and inefficiencies and increase flexibility, work-life effectiveness
 - Gain leadership commitment to address systemic issues
 - Involve workgroup, employees in developing solutions
- Work group process to address workload, low-value work and quality of issues:
 - Assess extent of low-value work, access to flexibility, level of stress, etc.
 - Determine the characteristics of their desired work environment
 - Identify factors in the work environment, work practices and processes that contribute to overwork, barriers to flexibility, w-l effectiveness
 - Establish team work/life effectiveness operating principles and agreements
 - Identify key causes of low value work, inefficiencies, barriers to flexibility
 - Determine how to address them – develop solutions and action plans

Team Effectiveness Process™ Implemented Successfully at Leading Companies

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

Envisioning Success – Creating a Desired Work Environment





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

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

Examples: Team Work/Life Effectiveness Operating Principles

- ▶ We support each other in meeting personal goals and responsibilities
- ▶ We do not contact employees or expect them to log onto e-mail or voicemail on weekends or vacation except in emergency
- ▶ We do not schedule meetings before 8:00 or after 4:00
- ▶ We attend weekly team communication meetings (short, with agenda and times)
- ▶ We follow clear e-mail and voice mail guidelines to ensure accessibility
- ▶ We communicate expectations clearly, early – and changes
- ▶ We are aware of our own behaviors and how they affect others
- ▶ We meet work commitments to colleagues and clients
- ▶ We thoughtfully plan for meetings and conduct our meetings efficiently

Examples of “Quick Wins”

- Developed protocol for handling unexpected last minute requests and emergencies
- Established service level agreements and guidelines for use with internal and external customers
- Consolidated meetings and conference calls to eliminate over 20 calls and meetings a period
- Developed new meeting protocol and created an email portal for pertinent information (eliminating 100+ emails weekly)
- Implemented on-boarding process for new managers
- Designed a monthly meeting for action planning updates and cross functional work
- Considered personal priorities and responsibilities in team project planning
- Completed work/life effectiveness principles with guidelines on personal time, flexibility, trust, & communication

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 with workload and work/life balance reported in every geography
- 42% of IBMers report they spend at least 15% of their time on unnecessary work
- Primary causes: inefficient processes, lack of planning, and lack of resources
- Poses a serious threat to retention
- Inhibits providing quality service to customers
- Saps energy/inhibits creativity and innovation

Results – Workgroups in every geography have implemented specific action plans that have increased productivity, reduced low value work and inefficiencies, increased time with customers and improved work-life balance.

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

w3 You and IBM - Global

Search w3 **GO**

w3 home | BluePages | HelpNow

You and IBM - Global

LEADing@IBM

Defining and developing leadership at IBM

Programs and offerings

Leadership resources

BriefBook summaries

Harvard Business Review articles: OnPoint

Influence guide: Influencing for execution

Learning Suites

Manager QuickViews

QuickViews by topic

By topic category

Print QuickViews via rip & read

QuickViews search

QuickCases and

Last modified on 11 Nov 2004

You and IBM - Global > LEADing@IBM > Leadership resources > Manager QuickViews >

 **POWR: People Oriented Work Redesign: Overview**

Overview Basics Steps FAQs Resources Tips/Traps Tools

Are you interested in helping your work group enhance work efficiency and life effectiveness at the same time?

The People Oriented Work Redesign (**POWR**) process is a practical and effective process that managers can use with workgroups to assess workload, work processes and practices -- **and** increase efficiency and enhance work/life balance by eliminating unnecessary, low-value work.

This QuickView answers these questions:


- What is **POWR**?
- How does **POWR** work?
- What is **POWR**'s value for you and for IBM?
- What are **POWR**'s guiding principles?

Developed by the IBM's Global Workforce Flexibility & Mobility Project Office and WFD Consulting. For additional information contact Mary-Ann O'Connor/Chicago/IBM@IBMUS


Print or send?

e-mail this Topic to someone:






GO

 [Format this Topic for printing](#)

Topic rating

Average rating  by 10 readers

Add your rating. Was this topic?

Excellent 
Very Good 
Good 
Fair 
Marginal 
Poor 

The button below will add this topic to your Learning@IBM portlet:

Add topic to portlet

POWR Workload Assessment Survey

Search w3 GO

w3 POWR Survey Tool

[w3 Home](#) | [BluePages](#) | [HelpNow](#)

- POWR Home
- My Surveys
 - Surveys I Created
 - Current Survey
 - Survey Results
- Surveys I Must Respond To
- Admin Functions
- Create New Survey
- Help

April 6, 2005

Survey results

Survey facilitators can use this form to view their survey results. You may only view results of finalized or closed surveys provided a required minimum number of participants have answered the survey. Results will be final when the survey status reflects 'Closed'.

For best results we recommend you print this in landscape mode and in color.

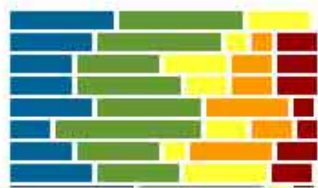
POWR TEST -- Hopefully one last time 3/17/05
See "Detailed results" section for full wording of question

Participants invited : 27
Participants completed : 14

Overview

- Strongly agree/To a very great extent
- Agree/To a considerable extent
- Neither/To some extent
- Disagree/To a little extent
- Strongly disagree/To no extent

- For you personally, how big of a problem is workload?
- The equipment I use to do my job is up-to-date.
- Meetings in my department usually are a good use of time.
- The skill mix in my department is effective for meeting department
- I am satisfied with the decisions that are made in my department.
- My goals and responsibilities are clear to me.
- Workload is distributed fairly among the people with whom I work.
- To what extent is your department flexible in meeting customer dema



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

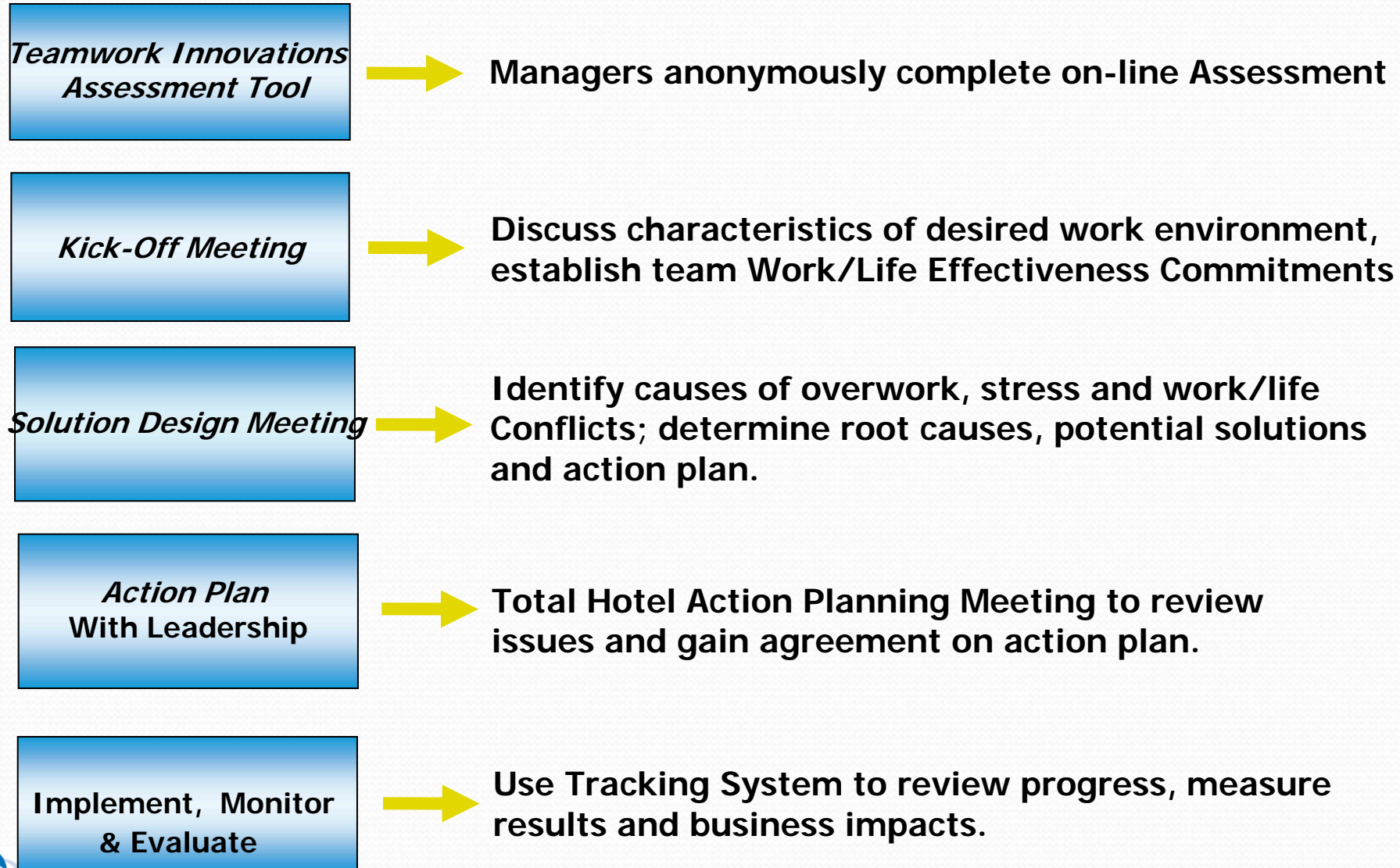
Teamwork Innovations Process

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 Process - Overview



Summary of Key Themes from Marriott Locations

Work/Life Effectiveness Themes

- Ability to take PTO; guilt free
- Interruption of personal time
- Flexibility; ability to work differently and control time
- Long hours and face time

Team Effectiveness Themes

- Meeting & email effectiveness
- Communication & Collaboration
- Staffing, Turnover and Training of hourly staff
- Trust and Empowerment



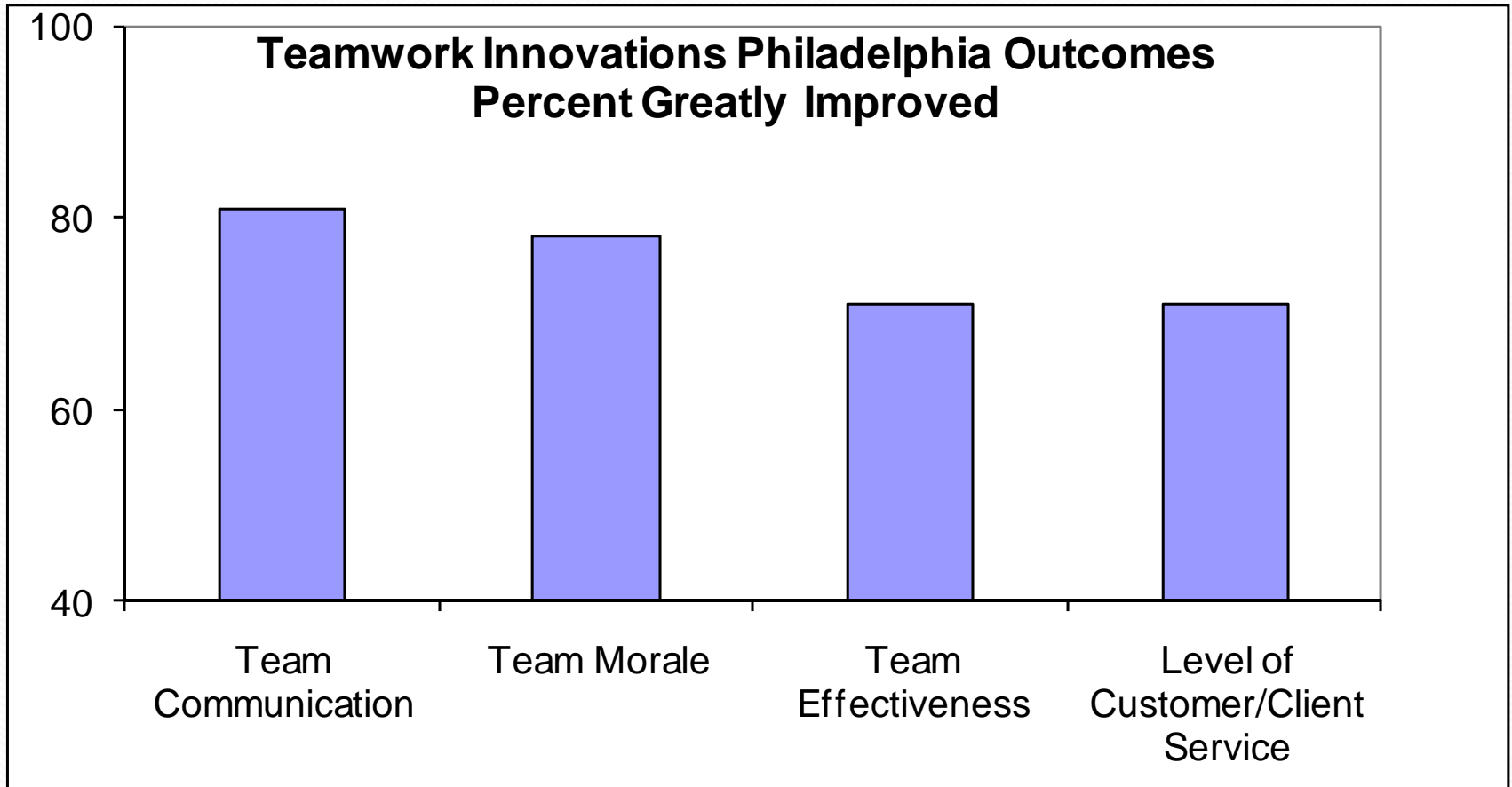
Team Operating Principles - Examples

- 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.

Best Practices Implemented at Philadelphia Marriott

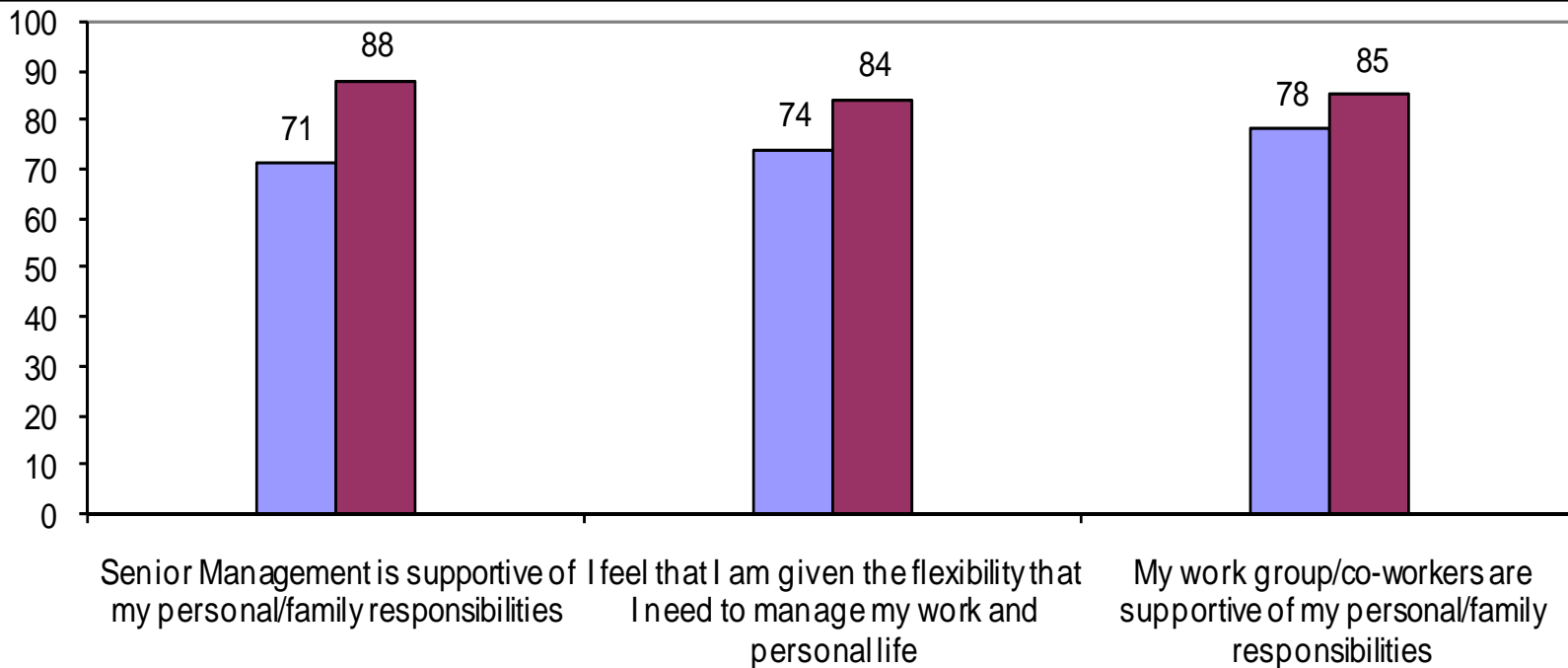
- Operating principles and team practices to **avoid** personal time interruptions (process changes, culture changes)
- Meeting and email protocol; email portal
- Management modeling behavior changes
- Structural changes – breaking down barriers
- Non-traditional approaches to work – flexibility
- Team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

Philadelphia Marriott Outcomes



Philadelphia Marriott Outcomes

Percent Strongly Agree or Agree



Flex Solutions in Marriott Call Centers

Traditional

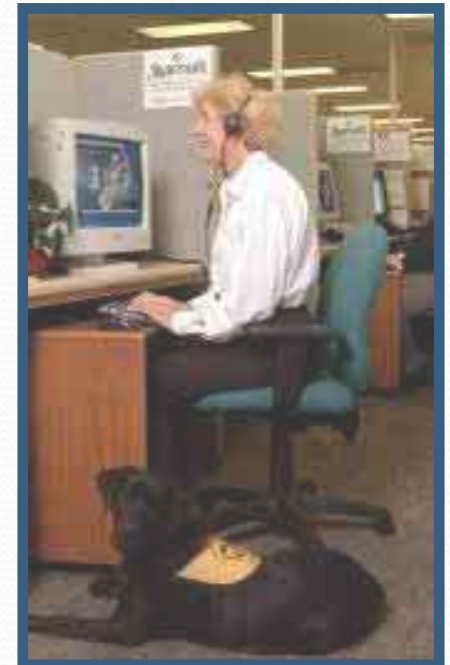
- PTO
- Shift Floaters
- Trading Shifts
- Part Timers
- Overtime

Innovative

- “Just in time” flexibility
- Down Time
- Time off in increments
- Technology empowering associates to manage own time
- Home Based Agents

Marriott Call Centers Impact

- Increased engagement
 - 77% report flexibility is very important in their intent to stay with Marriott
 - Engagement is 43% higher for associates with flexibility than those without
- Improved turnover
 - Turnover improved in Salt Lake City from over 150% to 50%
 - Omaha's Turnover in 2009 was 15.5%
- Increased satisfaction with disabled and visually impaired staff in offering home agent positions
 - 24 visually impaired/disabled associates throughout our network work from home
 - Working to expand in 2010
- **#1 Best Place to Work in Omaha 2008 & 2009**



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 Success Factors

- Employee empowerment for both the design and implementation of the program
- Manager and supervisors also participated in the program
- Business driven---HR acted as consultant to the project
- Redesigned worksets
- Cross training and development
- Team supported each other



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

Key to Breakthrough Solutions

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!

