

Flexible Work Models and their Cultural Implications

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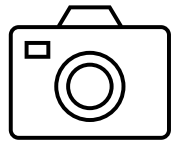


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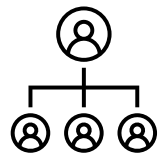
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STUDY FOCUS



Snapshot of Flex Models: How are companies adopting flex models and what are the general cultural implications?



Manager's Role: How has the manager's role changed as a result of flex models and how has it shifted to continue driving culture and performance?



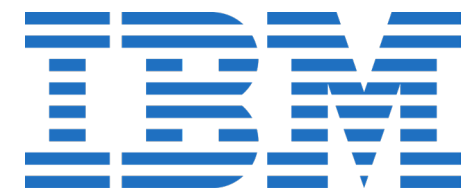
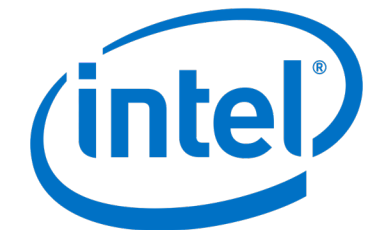
HR Practices: To what extent have HR practices changed as a result of flex models and organizational culture?

METHODOLOGY

21 Leaders

18 Partner Companies

9 Industries





OVERVIEW OF
FLEXIBLE WORK MODELS

FLEXIBILITY TYPES + UTILIZATION



95% Location



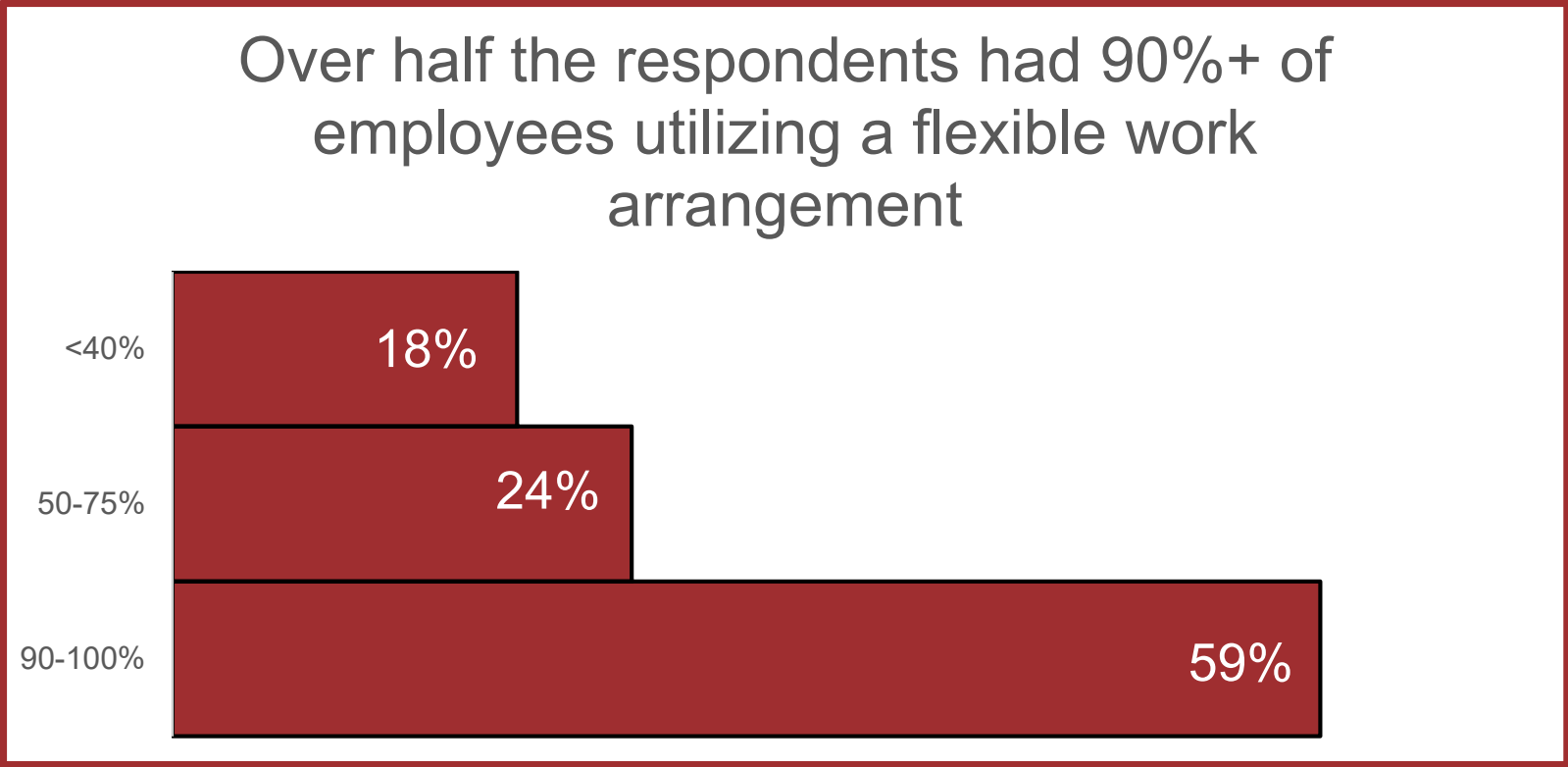
95% Schedule



53% Compressed

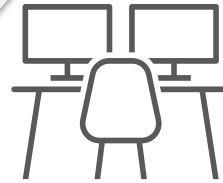


11% Other



The specific distribution of these arrangements varied across departments, roles, and geographical locations within the company.

COMPANY PERSONAS



On-Site

In a few companies, employees were asked to be onsite **4+ days a week** and the company leads with a “office first” mindset.

Hybrid

In most cases, based on role, employees were given a primary work location: remote, hybrid, fully in office.

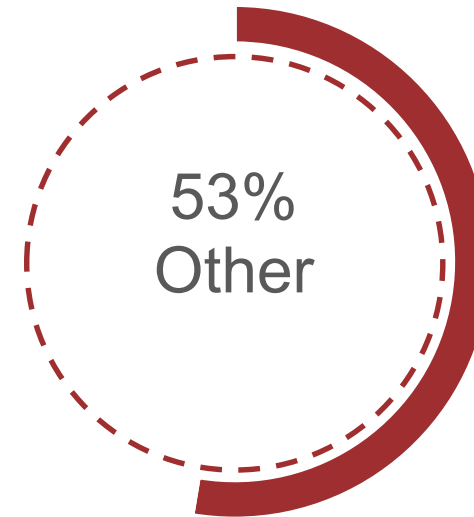
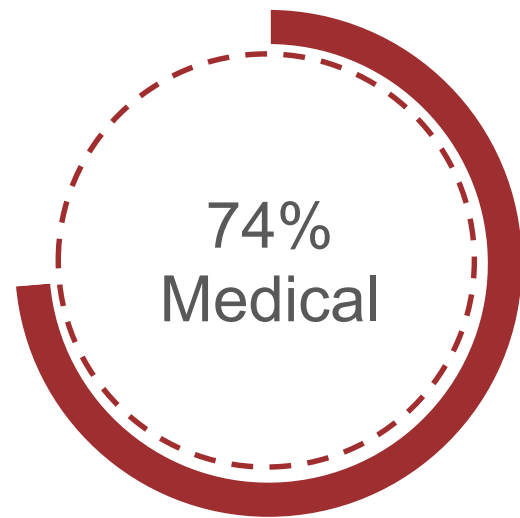
Minimum expectation in person generally **2-3 days per week**

Fully Flexible

With few exceptions, all employees could be fully remote.

No minimum days expected per week.

DECISIONS and EXCEPTIONS



OUTLIERS!



Measuring quarterly or biweekly vs weekly

Application of flex models in traditionally 'on-site' roles



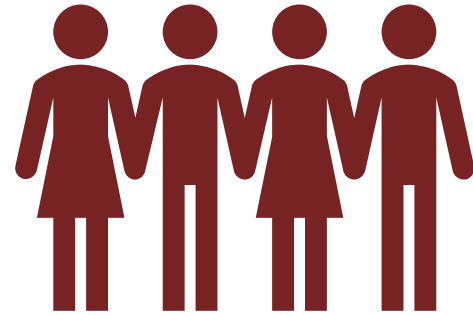
Work anywhere policies

Approval process regardless of role

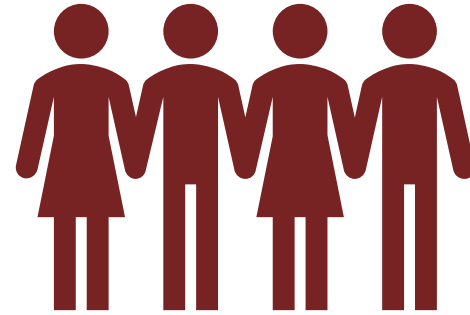


EMPLOYEE PERSONAS

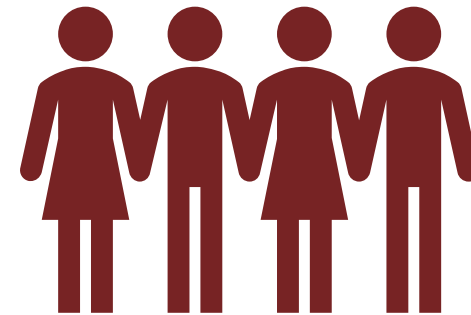
Developmental Benefits in Returning



New Hires



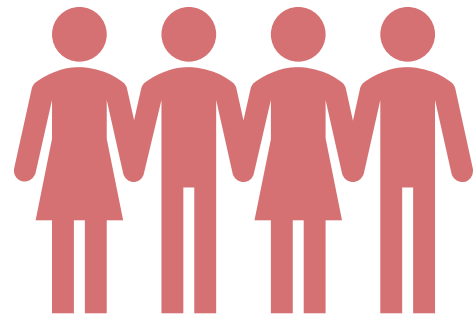
Early in Career



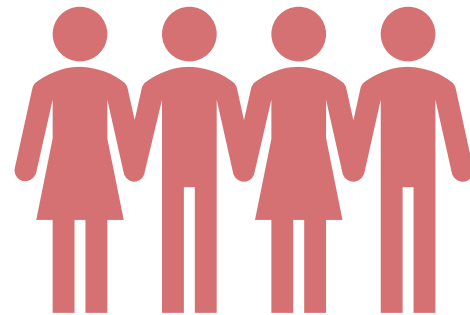
Long Tenure

New hires and early in career employees experience greater developmental benefits in returning to the office. Longer tenure employees help facilitate this development.

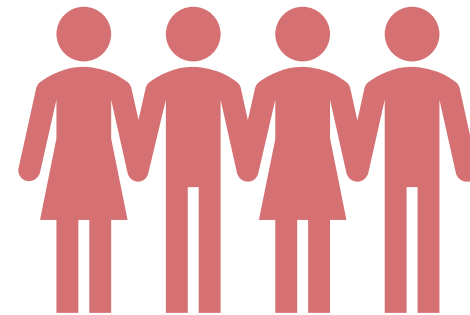
Personal Challenges/ Preferences in Returning



Generational Preferences



Flexible Natives



Caregivers

Preferences in returning vary across generations and whether employees entered the workforce when work was flexible. Certain groups, such as caregivers, can also experience greater challenges in returning.

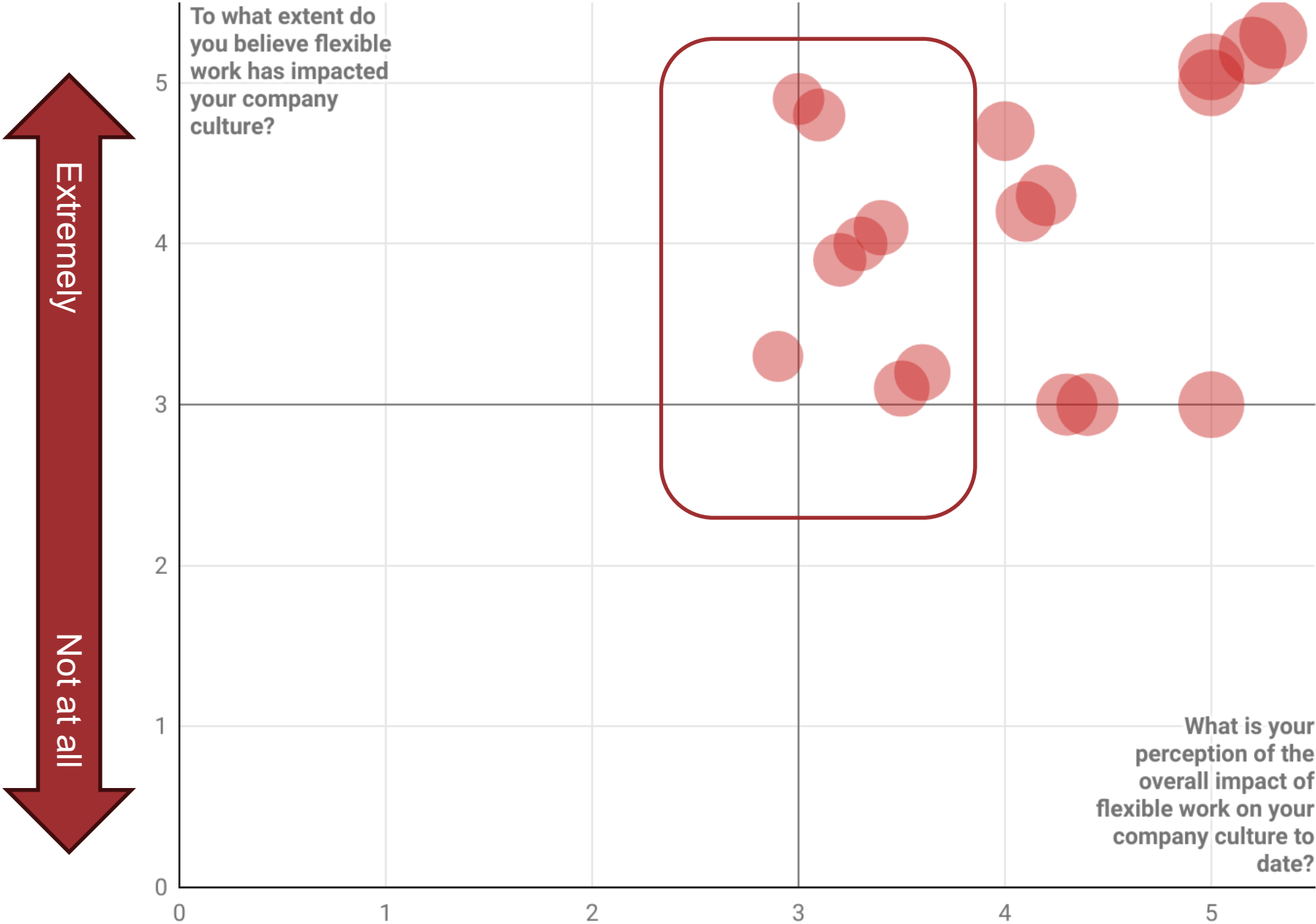
CULTURAL IMPLICATIONS



MACRO VIEW OF CULTURAL IMPACTS

Although most executives highlighted the benefits of flexible work, a significant portion (around 40%) of companies feel it has had mixed impact on their culture.

Evaluation of Beliefs and Perceptions on Cultural Impact: results show greater than 50% overall positive impact



Source: CAHRS • Created with Datawrapper



CHALLENGES, BENEFITS and TOOLS



Benefits

Higher retention, work life balance, employee satisfaction

Customization for individual needs or preferences

Employee Value Proposition

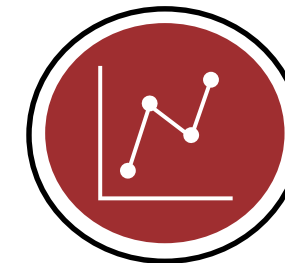


Challenges

Managing exceptions or entitlements

Collaboration, assimilation, integration

Change management and accountability



Measurement Tools

Hybrid-Experience Surveys, Manager Impact Index

Event sense of connection tracking

Organization Network Analysis, badge swipes

Engagement scores are generally up and measuring productivity continues to be challenging.

SHIFTING EXPECTATIONS FOR MANAGERS

Bring people together and maximize time
Intentional connections among employees across geographic and generational boundaries

Engagement, Belonging, & Connection

Managing distributed teams
Navigating grey areas

Manager's Role

Soft Skills: Awareness, Empathy

Emotional Infrastructure: Empathy, Mental Health
Self-Awareness
Ensuring equity across teams

Talent Management & Development

Coaching vs Managing
Exercise good judgement
Leading by example

Agility & Change Management

HR PRACTICES



Talent & Performance Management

- People leaders need to be true leaders not just process experts
- Manager playbooks & guides
- Incorporate in office time into the 'how' of performance evaluations



Offering Meaningful Benefits & Rewards

- Child and Elder Care
- Reimbursements, Home-Office



Compliance

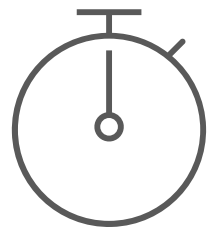
- Navigating dynamic state and national laws
- Perceived fairness on policy application



Engagement & Inclusion

- Capitalizing on the *Moments That Matter*
- Affinity groups and mentorship programs
- Planned regular in-person events

ENGAGEMENT, BELONGING, and CONNECTION



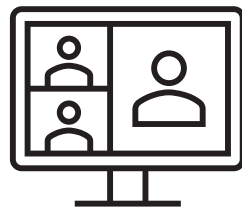
Start Now

Don't wait for the organization to rollout recognition or engagement activities, create ones that work for your team



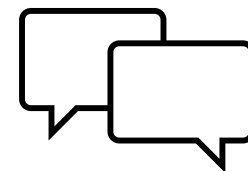
Update Work Location

Update instant messaging system to reflect your work location for that day so team members know if they can find you in office



Inclusive Meetings

Host meetings either all in person or remote to provide the same experience for everyone



Non-Work Chats

Provide teammates with a space to share their hobbies or interests and find common ground with their peers

PERFORMANCE MANAGEMENT

Accountability

"How" of Performance Reviews
Self Accountability



Trust & Autonomy

Managing for Outcomes

Proximity Bias

Providing Consistent Feedback
(engagement surveys, 1:1s,
career conversations)

Communication

Impact on Career Progression
and Development

Line of Sight: How their work
contributes to business goals

Expectation Setting

MOMENTS THAT *MATTER*

Different for Everyone

Weak Ties Are Being Lost

01

Standard Team In-Office Days

- Allow for customization by manager or team
- Ensure the days are being utilized

02

Foster Employee Connection

- Coffee hours
- Regular huddles
- Lunches

03

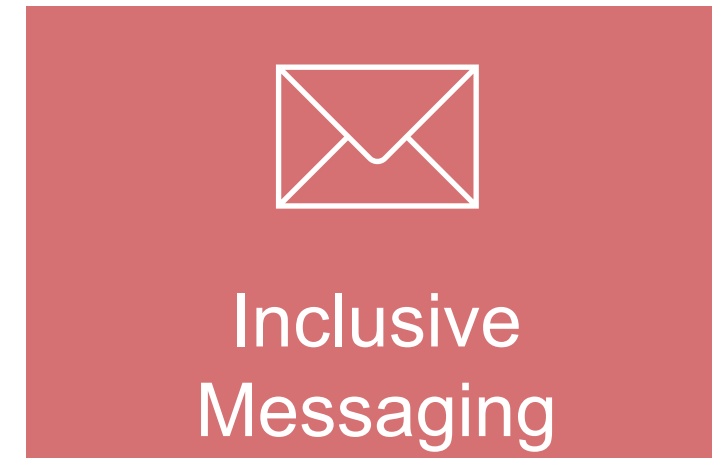
Strategically Scheduling Meetings

- Minimize virtual meetings on in person days
- Ensure consistency in format of 1:1 meetings



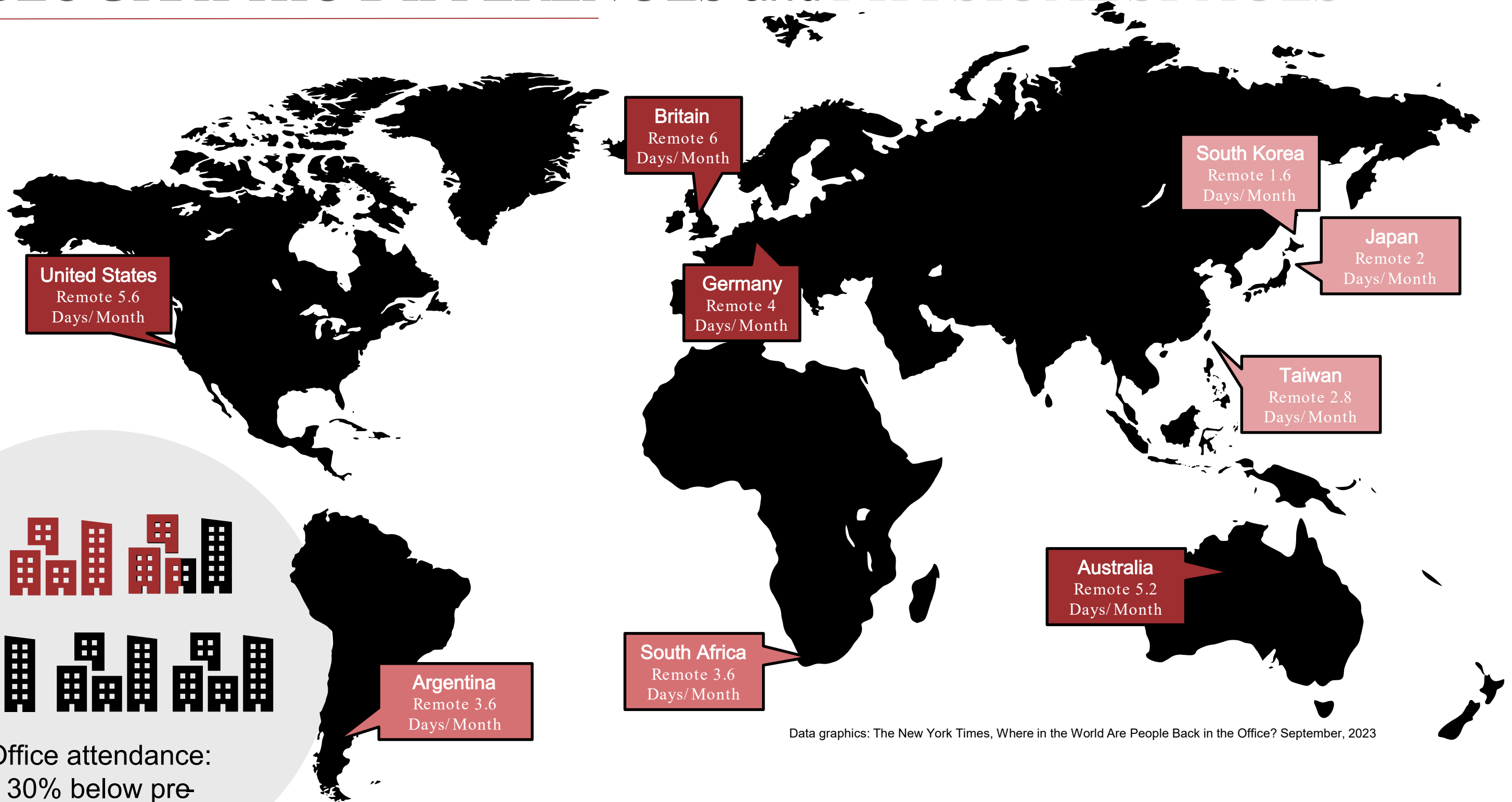
FUTURE OF FLEXIBLE WORK

EMPLOYEE AWARENESS and MESSAGING



84% of respondents indicated their teams were moderately or extremely aware of their flexible working models they plan to use in the future.

GEOGRAPHIC DIFFERENCES and PHYSICAL SPACES



Office attendance:
30% below pre-
pandemic

Data graphics: The New York Times, Where in the World Are People Back in the Office? September, 2023

KEY TAKEAWAYS: THE FUTURE OF FLEXIBLE WORK



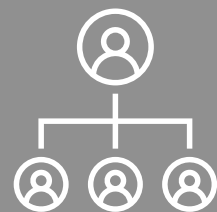
“Building the plane while flying it”



Balance the business and individual while keeping in mind the external market



Impacts to the employee



Pulse on managers



Legal implications and fair work laws



Ongoing research on the impact of the work models



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