

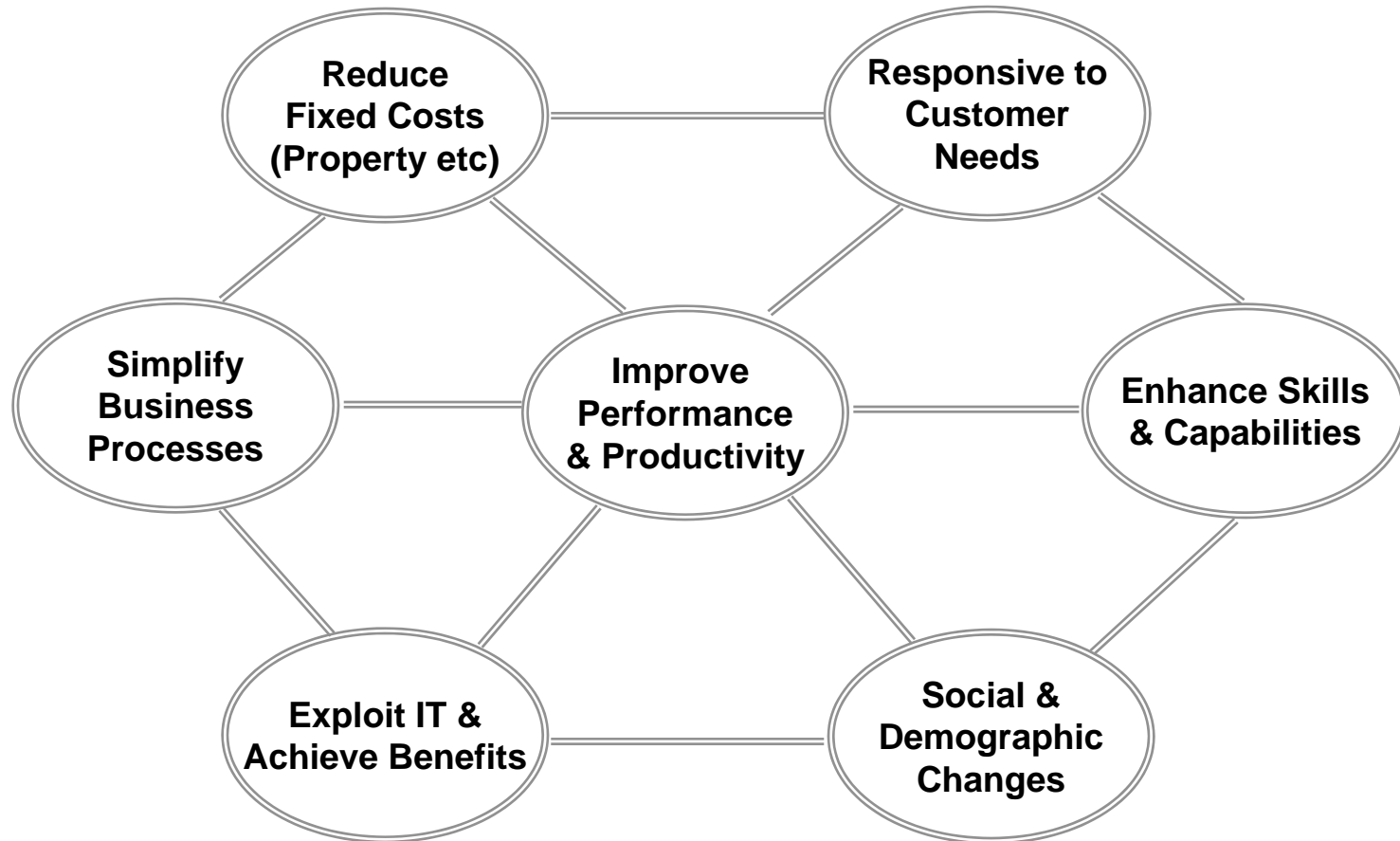
Flexible Working Reaping the Benefits

Dr David J. Skyrme

Topics

- **Challenges of the Business Environment**
- **The Contribution of Flexible Working**
- **The Digital Experience**
- **Lessons**
- **The Future**

1990s Business Challenges



Efficient, Effective and Adaptive

Categories of Flexible Working

Flexibility of Contract

Contracted Work e.g. temps

Non full-time contracts

Career Breaks

Flexible Offices

Distributed Working

Teleworking

Flexibility of Time and Space

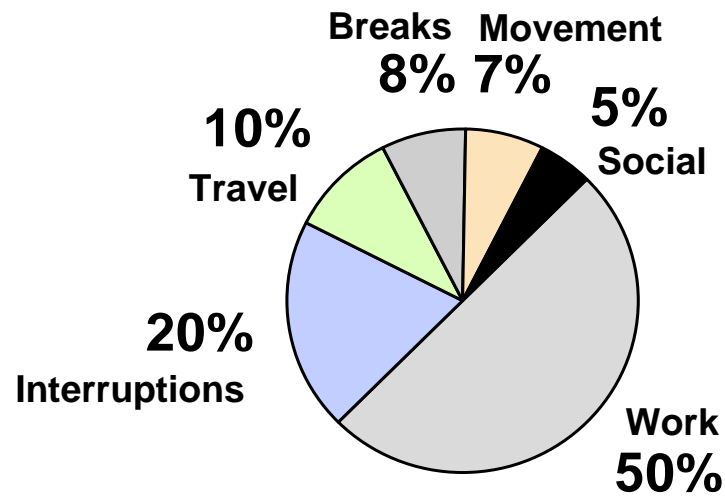
Work/Service over Space/Time

		PLACE		
		Fixed	Remote	Flexible
TIME	Fixed	Conventional Office	Dispersed Teams Remote Office Telecentres	Variable Location Mobile Working
	Flexible	Flexible Office Job Share Flexi-time	Geographically Separated	Totally location and time independent

Strategic Business Advantages

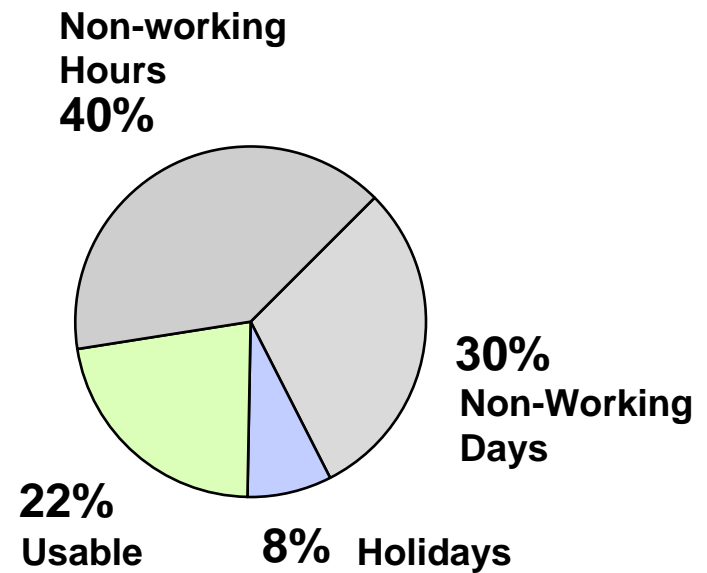
- **Time-to-Market**
- **Round-the-clock Service**
- **Rapid response Task Forces**
- **Access to Global Expertise**
- **Short-term Project Teams e.g. sales bids**

Productivity Opportunities



People

*The '37' Hour Week
= 25/50 Hours*



Offices

An under-used Asset

Flexible Working at Digital

- **Pre-history: Ad-hoc teleworking**
- **Long Range Strategy - People for the '90s**
- **Phase 1: 1989-90 Investigation and Analysis**
- **Phase 2: 1990-91 Small scale pilot projects**
- **Phase 3: 1991-92 Full-scale experiment**
- **Phase 4: 1992- Roll-out and exploitation**

Sales Training

Before Flexible Working:

- **Relocations**
- **Cramped HQ office**

After Flexible Working:

- **Mostly home-based; no relocations**
- **Manager a teleworking mother**
- **More flexible office space**
- **Significant Cost Savings**
- **Improvements in Productivity and QWL**

The Crescent

Before the Conflagration:

- **450 'fixed' work-spaces**

After the New Flexible Office:

- **Flexible work-spaces for 750 people**
- **An intelligent building: integrated services**
- **CIT - linked terminals/phones/voice-mail**
- **Communications - voice, mobile, local/home**
- **Many teleworkers**
- **Each group develops own working strategies**
- **Significant cost savings; more flexibility**

Best of Both Worlds

Benefits for Business

- **New Strategic Opportunities**
- **Less Office Space**
- **Employee Productivity**
- **Improved Communication**
- **Access to wider Labour Pool**
- **Employee Retention**
- **Organisation Flexibility**
- **Coping with the Unexpected**

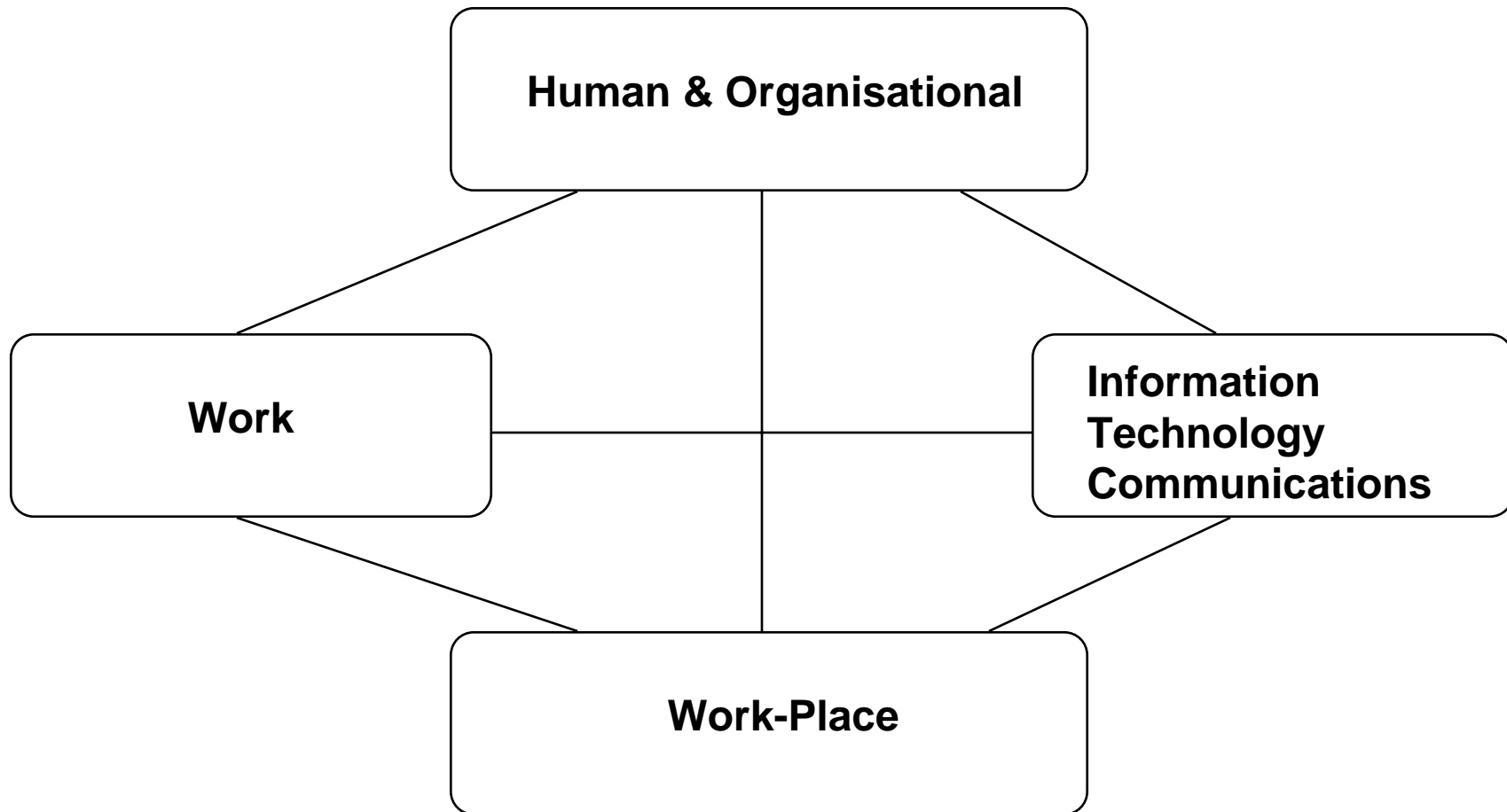
Benefits for Individuals

- **Can fit with Circumstances**
- **Meets Lifestyle Aspirations**
- **Autonomy and Control**
- **Effective Work Environments**
- **Less 'Travel Hassle'**

Benefits for Society

- **Reduced Traffic & Pollution**
- **Can halt Rural Decline**
- **Community Focus**

An Integrated Approach



Lessons

- **Technology enables - people make it happen**
- **People prevent it happening!**
- **Middle management concerns of 'control'**
- **New work flows and ways of managing**
- **Throw away your policies**
- **Peer group relationships - establish 'norms'**
- **Evolves - is not prescribed or imposed**
- **Every case is different**

Recurring Success Factors - 1

- **Driven by a Strategic Need**
- **Good understanding of what is practical**
- **Top level sponsorship**
- **A project 'champion'**
- **External Objectivity & Facilitation**

Recurring Success Factors - 2

- **Employee Involvement, empowerment**
- **Team development**
- **Appropriate tools and techniques**
- **Start small and grow**
- **Experiment and Learn**

The Future - What are the Limits?

- **Tele-everything ?**
- **Global = Local**
- **Local = Global**
- **The 'Virtual Office'**
- **'Hollow' Corporations**
- **'Virtual' Corporations**
- **Cyberspace - Universal Information**

The Future - Some Challenges

- **Networking - 'hard' and 'soft'**
- **Demise of 'jobs'**
- **'Contracting': individuals/peers/organisations**
- **Delineating work life / home life**
- **Knowledge and Information Economics**
- **Managing Information and Communications**
- **Information Politics and Power**