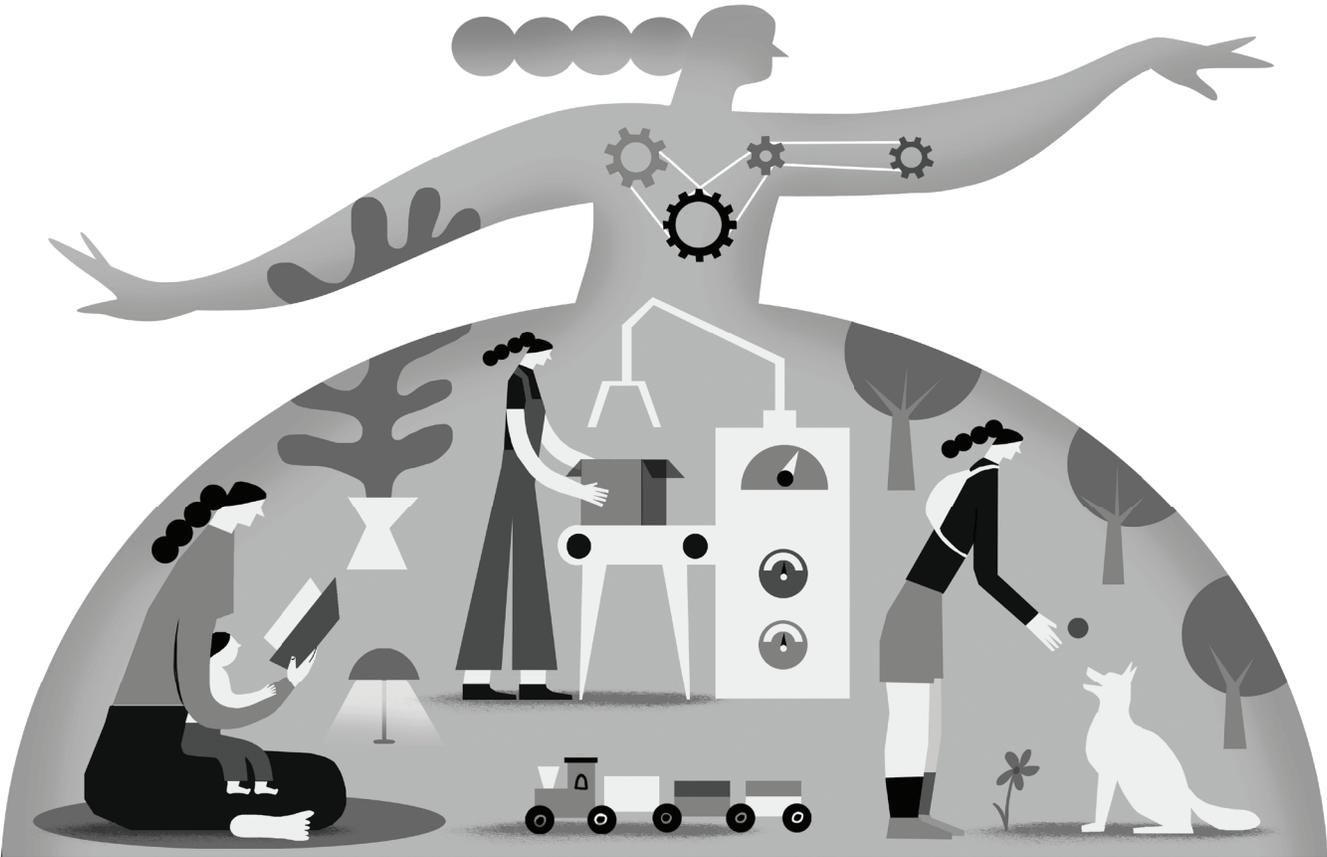# Equitable Flexibility

Organizations are a mosaic of experiences, challenges, and aspirations, where every employee adds a unique facet to the collective brilliance. This beautiful complexity means realizing the potential of our workplaces requires deep understanding, honest reflection, and decisive action.

These worksheets help leaders convert the 2024 Global Culture Report into action, ultimately elevating their workplace cultures and employee experiences. Please use them to:

1. **Gain deeper insights:** Each chapter clarifies a critical dimension of organizational culture, from understanding the 80% to forging nimble resilience. By the end, you'll have a broader perspective as well as precise tools to drive change.

2. **Conduct reflective exercises:** Thoughtful questions prompt you to both challenge and affirm your perceptions and bring clarity to your vision.

3. **Take steps:** Beyond insights and reflections, you'll find many exercises geared towards tangible action. These strategies help bridge the gaps between understanding and implementing.

4. **Create a personalized roadmap:** Components can serve as a guide to help you chart bespoke paths for your organization.

A few additional suggestions:

Explore with an open mind and approach each chapter with a spirit of discovery. Let go of preconceived notions and be ready to embrace new perspectives.

Engage consistently. The worksheets for each chapter have a cumulative impact, ensuring that the narrative unfolds seamlessly and provides a holistic view.

While introspection is powerful, reflecting with others magnifies its impact. Engage with your teams, share insights, and encourage discussions. Together, you can co-create a transformative journey.

In essence, these worksheets are more than a tool; they're a compass guiding you toward an enriched, inclusive, and vibrant organizational culture. We invite you to embark on this transformative journey, reassured that every step you take will bring you closer to excellence.

Equitable Flexibility

Questions and exercises for enriching the experience of employees by providing more of them with more autonomy (covered on pages 88–111 of the 2024 Global Culture Report).

Equitable workplace flexibility is a modern cornerstone of organizational success, particularly in light of recent global events. As a leader, you're uniquely positioned to shape this evolving paradigm.

This worksheet will help you:

- **Examine the progression of your organization's flexible work practices across key timeframes, from the pre-pandemic period to today**

- **Probe both personal and leadership perspectives, delving into the overarching idea of equitable flexibility**

- **Evaluate current flexibility policies and their effects on all members of the organization, identifying gaps and opportunities**

- **Strategize for the future, ensuring that your organization's approach to flexibility is inclusive and beneficial to everyone**

By the end of this worksheet, anticipate a refined understanding of your organization's stance on flexibility, deeper insights into its practical implications, and a forward-thinking vision for a balanced and adaptive workplace. Engage with the material, reflect on your role, and pioneer the path toward equitable flexibility.

EQUITABLE FLEXIBILITY REFLECTION

Explore the evolution of your organization's flexible work practices across three critical timeframes. Delve into personal perspectives, leadership perceptions, and the broader concept of equitable flexibility.

What were your organization's flexible work practices before the pandemic, during the pandemic, and now? How have they evolved?

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How do you personally feel about granting more workplace flexibility? What apprehensions might you have?

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How do senior leaders feel about flexibility? What fears and misconceptions might exist? Are some groups prioritized for flexibility more than others?

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How would you define equitable flexibility in your organization?

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Do all employees have some form of flexibility in your organization, even if it's different across roles? Does this flexibility meet their needs? If not, why?

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What factors determine who gets flexibility in their roles and who doesn't within your organization?

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Reflect on a time when an employee asked for flexibility and you granted it. What was the outcome? Reflect on a time you did not grant it. What was the result?

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CURRENT STATE ANALYSIS

Dive into the flexibility dynamics across various departments. By examining work groups and assessing employee sentiment, you'll pinpoint disparities and areas ripe for enhancement.

Thinking across each of your organizational departments, create a list of the major work groups. For each workgroup, assess what flexibility is offered, to what extent it supports equity, and how employees feel about it.

DEPARTMENT	WORKGROUP	FLEXIBILITY	EQUITY CONSIDERATIONS	EMPLOYEE SENTIMENT
IT	Engineers	WFH FT	More generous	+/−

When considering employee sentiment, what gaps might exist in determining how employees feel about equitable flexibility?

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Considering the table above, what gaps might exist in equitable flexibility?

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How might your organization better balance the needs of all employees?

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CONDUCT A FOCUS GROUP

Engage directly with employees to extract raw, firsthand insights. This segment steers your focus group or interview approach, ensuring every voice is represented and valued.

Conduct a focus group or several interviews within a group with limited flexibility to determine how organizational policies might shift to ensure more substantial equity. Document critical feedback from your focus group(s)/interviews below.

Here are a few examples of what you could do and ask:

- Brainstorm all forms of flexibility, no matter how unconventional. Then ask employees to determine what forms are most feasible based on their job roles and prioritize them based on their effect on employee experience.

- Can you describe any past experiences where you felt the need for more flexibility but couldn't access it?

- What aspects of your job do you believe could be made more flexible without compromising your role's objectives?

- If you had the authority, what policy changes would you implement immediately to improve flexibility for your role?

- Do you feel there needs to be more flexibility in how it's granted across different organizational roles? Can you provide examples?

- Do you have any suggestions for pilots or trial periods to test increased flexibility in your role or department?

- What measures or indicators should the organization track to ensure increased flexibility benefits both the employees and the organization's objectives?

- If you had one key message or request to relay to senior leadership about flexibility in your role, what would it be?

Key Feedback:

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What stands out to you about this information?

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How can you work with leaders to better design and implement flexibility that is equitable for this group?

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Policies are the framework. Here, you'll dissect and analyze how existing rules shape flexibility in your organization, highlighting areas for potential refinement.

Review your organizational policies that govern flexibility. Make note of feedback mechanisms and the role of leaders, employees, and HR when considering requests for flexibility.

To what extent do your organizational policies empower leaders to make decisions to personalize flexibility for individuals, teams, and work groups?

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Are the feedback mechanisms and request processes easy for all employees to navigate? For example, how might the 80% need accommodation and support that differs from corporate employees?

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How much is HR positioned as a partner versus an arbiter to the leader in navigating the request? How might the policy limit employee and leader problem-solving and collaboration? How can the policy be improved to strengthen the relationship between employee and leader?

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Chart the future trajectory of flexibility within your organization. Recognize challenges, embrace opportunities, and strategize for a future where flexibility is both equitable and beneficial.

Given the insights from this chapter, where do you envision the state of equitable flexibility in your organization a year from now?

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How will equitable flexibility influence your workplace culture and employee experience? What measures exist that you can track to see progress?

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What will be the most significant challenge in ensuring equitable flexibility? How do you plan to overcome it?

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How will you communicate changes in flexibility policies to ensure employees perceive them as positive and fair?

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Reflect on your role in shaping equitable flexibility. Internalize your learnings and pledge a personal commitment to foster an environment of fairness and adaptability.

After going through the chapter, what's your biggest takeaway as a leader?

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As a leader, what is your commitment to ensuring equitable flexibility in your organization? Write a pledge or mission statement reflecting this.

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O.C.TANNER