

# Keys to Advancing Innovation in the Workplace

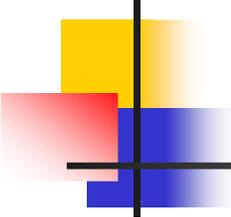
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Choose 2 Lead Women's Foundation  
for  
Business and Professional Women's Foundation  
June 13<sup>th</sup>, 2008



CHOOSE 2 LEAD | WOMEN'S FOUNDATION

*Leading Your Life in Work, Home and Community*



# Speakers

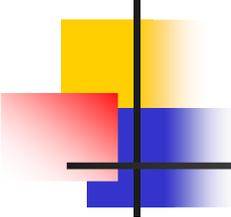
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## **Today's moderator and speaker:**

- Shirley M. Clark – Co-Founder, Choose 2 Lead Women's Foundation

## **Speakers:**

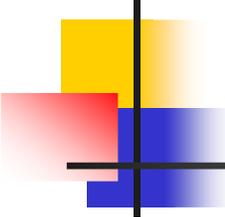
- Patricia S. Reed – Co-Founder, Choose 2 Lead Women's Foundation
- Judy Johnston - Senior Vice President, Corporate Marketing and Communications for AIG United Guaranty
- Pam Sotnick - Federal Sales Manager for Composite Software
- Jessica Natkin - Lawyer Development Manager for international law firm



# Background for Presentation

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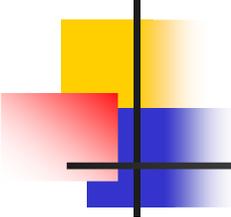
- The demand for innovation in the workplace continues to reflect the needs of the increasingly diverse 21<sup>st</sup> century workforce
- Many innovative programs have been developed to address these needs
- Use and effectiveness of these programs varies as challenges exist
- Successful implementation requires the involvement and collaboration of leaders, managers and employees



# Today's Discussion

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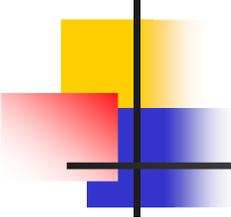
- Challenges to widespread use of non-traditional workplace practices
- Case studies – individuals who successfully negotiated and/or implemented new practices
- The manager's role in successful workplaces
- Individual roles expanding diverse workplace practices



# Organizational Challenges that Impede Advancement

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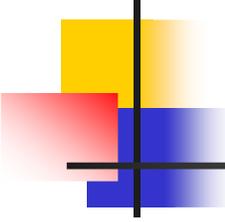
- Leaders' understanding of workplace needs
  - "Flexibility" is vague and often not viewed positively
  - Perspective and implementation often are not aligned
  - Organizational culture must embrace
  - Lack of models specific for providing guidance and leadership to line management



# Organizational Challenges that Impede Advancement (cont.)

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- Jobs that may not fit (or be perceived to fit) alternative work arrangements
  - Extreme jobs
  - Customer interfacing
  - Turn time/touch time
  - Challenge in measuring performance

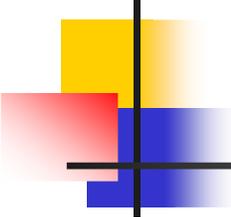


# Organizational Challenges that Impede Advancement (cont.)

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- Managers lack experience, resources and process to follow
  - Many managers lack tools
  - No clear direction
  - Challenges with managing team/division members differently
  - Challenges with performing under different arrangements
  - Competing priorities left flexibility at the bottom of the list

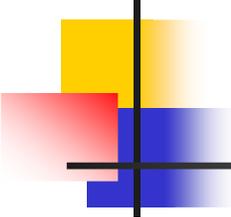
*Change in manager often meant change in work structure for team members*



# Organizational Challenges that Impede Advancement (cont.)

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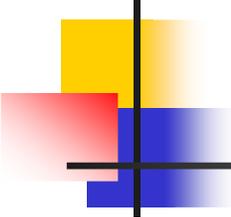
- Infrastructure
  - HR issues such as health insurance
  - Accounting structures
  - 1938 FLSA



# Added Considerations

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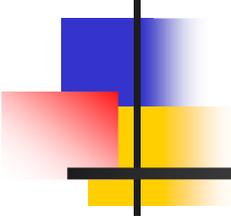
- No one-size-fits-all solution
- Individuals often leave instead of requesting what they need
- Competing internal interests



# Can One Person Drive Workplace Change? YES!

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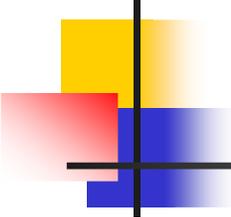
- Identify need
- Gather facts
- Determine plan
- Ask for what you want
- Be persistent and try new approaches
- Leverage the work of others...



# Moving to the Home Office

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Judy Johnston  
Senior Vice President—Corporate  
Marketing and Communications  
AIG United Guaranty



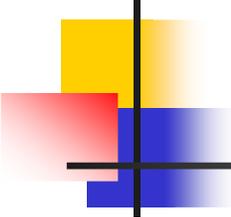
# Building the Infrastructure

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- Timing is everything and everything has a price.
  - Business environment— industry and company.
  - Corporate culture— values, attitude, and behavior.
  - Technology landscape.
  - Risk management now includes privacy and confidentiality.
  - Employees

**What you see depends on what you thought before you looked.**

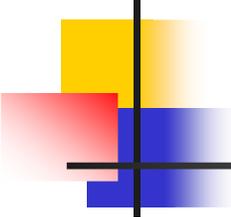
- Eugene Taurman



# Keys to Successful Implementation

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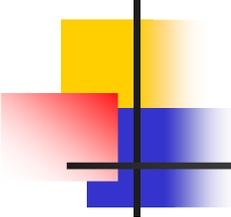
- Long-term vision and commitment.
  - Corporate and employee.
  - Plan the change and be ready to change the plan.
  - Be prepared— change can touch an entire organization.
  - Measure, measure, measure.
  - Communicate, communicate, communicate.



# Making the Business Case

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- Financial translation.
  - Budgets, financial targets, return on investment.
  - Learn to express everything in dollars—literally everything!
  - Employee satisfaction = productivity + quality.
  - Improved productivity and quality = overall reduced costs.

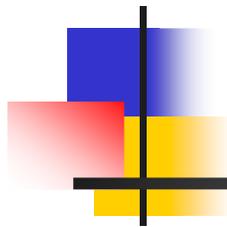


# Managing Change

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- People make it happen.
  - Financial investments driven from top down.
  - Enterprise change driven from top down.
  - Momentum builds from the bottom up.
  - Create an inclusive team— consider all possible stake holders.
  - Choose a leader who believes.

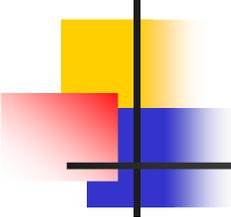
**The speed of the leader determines the rate of the pack.**



# Successful Job-sharing

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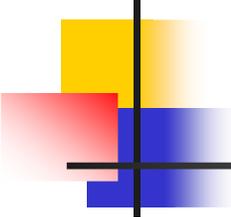
Pamela Sotnick/Katy Mann  
High Technology Sales  
Representatives



# Creating an Alternative Work Environment

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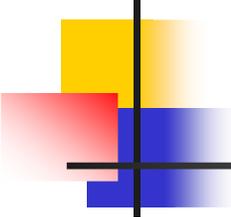
- Create the vision for the work environment
- Sell the concept
  - Written proposal
  - Presented to senior management
  - Use HR for buy in
- Gain co-worker (and customer) support
- Focus on benefits for the employer



# Maintaining a Successful Situation

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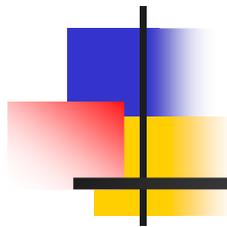
- Over Achieve
- Be adaptable and flexible
- Over communicate
- Showcase your uniqueness
- Teach others
- Loyalty to the partnership



# Maintaining Continuity through Multiple Employers

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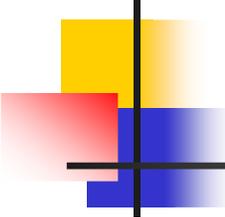
- Consistent Resumes
- Share all successes and responsibilities
- Interview together
- Keep a high profile
- Celebrate the uniqueness and let the employer share in the rewards



# Flexibility in a Law Firm

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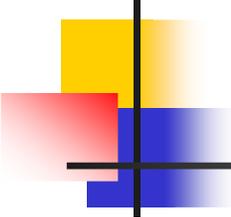
Jessica Natkin  
Lawyer Development Manager



# Challenges in Getting Started

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- Finding the right opportunity to propose change
- Finding successful models in place for law firms and other professional services firms
- Developing programs that can meet the needs of the firm and the client

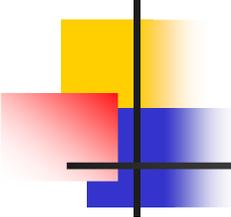


# Goals

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*Leadership mindset is key; saw two areas that could be impacted by new models, brought these to the attention of executive leaders who were interested in knowing more.*

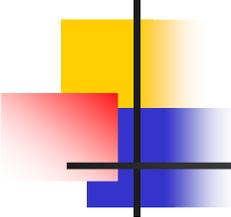
- Retention – keep those that would have left except for these options
- Bring them back – provide opportunity for those needing time away to come back to firm (off-ramp/on-ramp)



# Approaches

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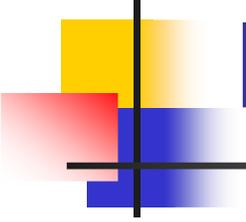
- Do your homework
  - Read articles and studies
  - Reach out to others for support (Flexibility Alliance, C2L)
  - Interview others and review multiple programs
- Determine best fit for organization's needs
- Communicate activities, gain consensus during process – many don't know about models out there
- Develop proposal
- Present benefits



# Results

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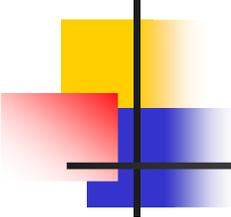
- Part-time was available – at least one part-time associate has made partner
- Proposal has been approved for new programs
  - On-ramp
  - Robust in-house training programs
- Rolling out **soon**



# Individual Roles in Promoting Diverse Work Structures

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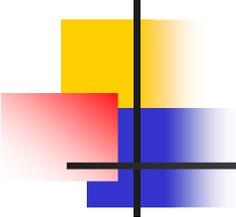
How can you be a part of the solution?



# Individual Roles in Promoting Diverse Work Structures

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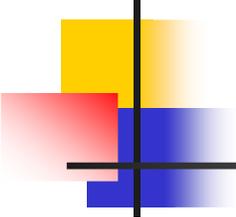
- As Leader
  - Set the tone, lead innovation
  - Understand the dynamics - cultural and operational
  - Listen to the voices of the workforce
  - Bring HR into the Board room and set priorities
  - Leverage technology
  - Provide managers with resources and support to attract and retain talent
  - Stay abreast of new work models
  - Promote experimentation through pilot programs



# Individual Roles in Promoting Diverse Work Structures

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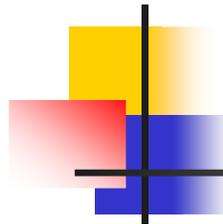
- As Manager
  - Make your team/division's welfare a priority
  - Know your organization's FWA policies and case study applications
  - Know the work styles of your team
  - Understand the individual's work needs
  - Seek help if concerned about implementation
  - Consider opportunities to test out innovative work structures
  - Think differently
  - Be clear on productivity measures
  - Listen and respond



# Individual Roles in Promoting Diverse Work Structures

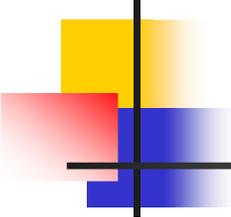
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- As Individual seeking an alternative work style
  - Research practices in your field and other fields
  - Understand what affects your industry and your company
  - Determine what can work for you
  - Prepare compelling discussion points
  - Collaborate with others
  - Raise understanding with organization's leaders
    - Look at the issues through the lenses of others
    - Know business consequences – both good and bad
    - Be mindful of the impact to other individuals and groups
  - Speak up – you are not alone



# Questions - Discussion

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# For more information

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*The studies can be accessed on our website: [www.choose2lead.org](http://www.choose2lead.org)*

**Contact:**

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