



Flexibility – A Manager’s Secret Weapon

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When flexibility in its many forms is widely offered and widely used, when it is communicated and implemented well, and employees do not perceive penalties in using it, the results below are achieved. These results are based on more than a decade of research in a variety of employment situations and employee populations.

Benefits to the Organization

- **Employee Retention:** Employees are retained who would otherwise leave, including high performers, male and female employees, and highly skilled talent. The replacement costs recovered amount to 75-250% of an individual's annual salary.
- **Attracting the Best Talent:** A larger and more diverse applicant pool is attracted and more desirable candidates accept positions. The most talented people base their employment decisions on the opportunity to exercise greater control over how, when and where they work; to have a flexible career path; and an organizational culture and climate that respects their individual needs. The next two generations entering the workforce are more concerned about "quality of life" issues than past generations. They consider flexibility an essential element of a 'good place to work'.
- **Increased Productivity:** Flexibility can improve the way work is done, and lead to greater productivity. Also, most people working flexibly report that they are more efficient, working "smarter rather than longer." Employees with flexibility say they report to work fresh and relieved of their previous conflicts over managing work and personal responsibilities. The effective use of flexibility can reverse the negative impact of stress on employee productivity.
- **Increased Loyalty/Commitment:** Employees have a renewed sense of loyalty to the employer who makes flexibility possible (even if they don't use it all the time). People with genuine access to flexibility are more loyal to their employers, more committed to producing quality, more innovative and more satisfied with their jobs when their employers let them make decisions about how and when they do their work. When there is a strong supportive relationship between co-workers and employees and



supervisors, employees are more loyal to their employers and more committed to doing their jobs well.

- **Reduced Absenteeism:** Flexibility reduces unplanned absences. Doctor visits, school conferences and other personal appointments often are handled during off-time rather than scheduled during work hours or missing work all together. Planned time away from work, while still challenging, is easier to manage than unplanned absences. In addition, some flexibility allows dependent care emergencies such as a child's illness to be handled without losing productivity.
- **Improved Employee Satisfaction:** Employees with access to flexibility have an increased sense of satisfaction with their job and employer. Organizations with high levels of employee satisfaction generate higher levels of customer satisfaction, which in turn leads to customer retention and profitability.
- **Reduced Office Space and Overhead Expenses:** In most urban areas, office space costs are extremely high. Having some employees work some or all of the time off-site, at home or in less expensive satellite centers can reduce the need for high-priced space. Employees who work in the office on different days can share office space, and a number of employees may be able to share a general open area. In addition to office space savings, many companies find additional savings in reduced parking costs.

Benefits to the Employee

- **Improved Job Satisfaction:** Employees who use flexibility to meet personal needs generally report higher levels of job satisfaction because the challenge of being unable to meet both work and personal responsibilities is reduced or removed.
- **Reduced Stress:** When employees have greater choice and control over how, when, and where they work, it measurably reduces their stress and reduces the negative health issues that create increased costs.
- **Reduced Commuting Time and Cost:** Flexibility – by giving employees greater control and choice -- enables employees to plan their work and reduce or eliminate



travel time and/or expenses, e.g., by traveling during non-rush hours, working from home or working at a location closer to home.

- **Increased Productivity:** Most people participating in Flexibility report that they are able to work more efficiently and effectively, because the conflicts over managing work and personal responsibilities are significantly reduced.
- **Enhanced Growth & Learning:** Flexibility can allow employees to have the time and energy to pursue their own development, e.g., to flex their schedule or work less than full-time for a time to pursue a degree or enhance their skills and network through a community volunteer program.
- **Enhanced Quality of Life:** The combination of greater performance and satisfaction at work, better health, the ability to meet personal responsibilities and more discretionary time altogether create a better quality of life.

For specific research studies, contact us for the full report "[The Impact of Flexibility on Business Performance](#)"

Learn how FlexPaths can help your organization use flexibility to:

- Make the most of existing talent
- Solve for organizational challenges
- Move the organization above the pack

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