## Where is your organisation on its journey to flexibility?

<table>
<thead>
<tr>
<th>Enabler</th>
<th>Barriers</th>
<th>Foundational practices</th>
<th>Demonstrated best practices</th>
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</table>
| **Ensure flexibility is flexible** | □ No formal flexible work policy  
□ Multilevel approval process  
□ No measurement of informal flexibility | □ Flexible work policy recognising formal and informal flexibility  
□ Light-touch approval  
□ Measurement and reporting of all types of informal flexibility in engagement surveys  
□ Systematic study of Covid-19 crisis, focused on better supporting work from home | □ Flexible work policy applicable to all roles  
□ Automated approval process  
□ Transparent measurement and reporting of formal and informal flexibility across the organisation; data analysed in connection with broader goals, including gender targets  
□ Systematic study of Covid-19 crisis, including how to best support flexibility in the future |
| **Link flexibility to strategy and the customer** | □ Flexibility not embedded in strategy  
□ Performance managed and rewarded based on inputs and activities (e.g., core hours) | □ Flexibility as a core component of people and culture strategy  
□ Performance managed and rewarded based on a mix of metrics | □ Flexibility embedded in corporate, customer, and people and culture strategies  
□ Performance management and rewards focused on output and relevant input |
| **Model flexibility** | □ No executive sponsorship of flexibility  
□ Ad hoc communication and celebration of flexibility | □ Flexibility officially sponsored by the people and culture department  
□ Showcasing and celebrating flexibility to support inclusion and diversity | □ Flexibility sponsored by the whole executive leadership team  
□ Regular showcasing of executives and line managers, both male and female, working flexibly for a variety of reasons  
□ Ongoing flexibility metrics included in quarterly reporting, with CEO holding executive leadership team accountable |
| **Encourage flexibility on teams** | □ Limited support / guidance for teams looking to work flexibly | □ Individuals empowered to make flexibility work for them and their team  
□ Ad hoc support for teams redesigning work flexibly  
□ Inclusive meeting norms in place but often not widely practised  
□ Team feedback loops in place but often not used | □ Flexibility included in ways of working, such as Agile  
□ Teams empowered to redesign their work for flexibility, with supporting how-to guides  
□ Inclusive meeting norms defined and practised widely  
□ Team pulse checks / feedback loops in place and used to learn |
| **Support individuals** | □ Limited support for setting up work from home  
□ No training for team leaders on supporting flexibility  
□ Limited resources for individuals managing uncertainty and change | □ Threshold check of health and safety requirements met  
□ Necessary collaboration tools and technology in place  
□ Resources to set up individuals to work from home  
□ Training and coaching on leading virtual teams  
□ Employee assistance program | □ Health and safety checks and practices in place, suitable for all types of employees (e.g., individuals with disabilities)  
□ Best-in-class collaboration tools, with ongoing training available  
□ Ongoing financial support and resources for individuals to work from home (e.g., Internet service)  
□ Training and coaching on leading teams working virtually for many reasons  
□ Holistic health and well-being program in place and constantly innovating |

Source: Bain & Company