



Making Flexible Work “Work”

James P. Ware, PhD

Executive Director

The Future of Work...unlimited

Joan Blades

Author, *The Custom-Fit Workplace*

Co-Founder, Momsrising.org

Telework Advocacy Summit

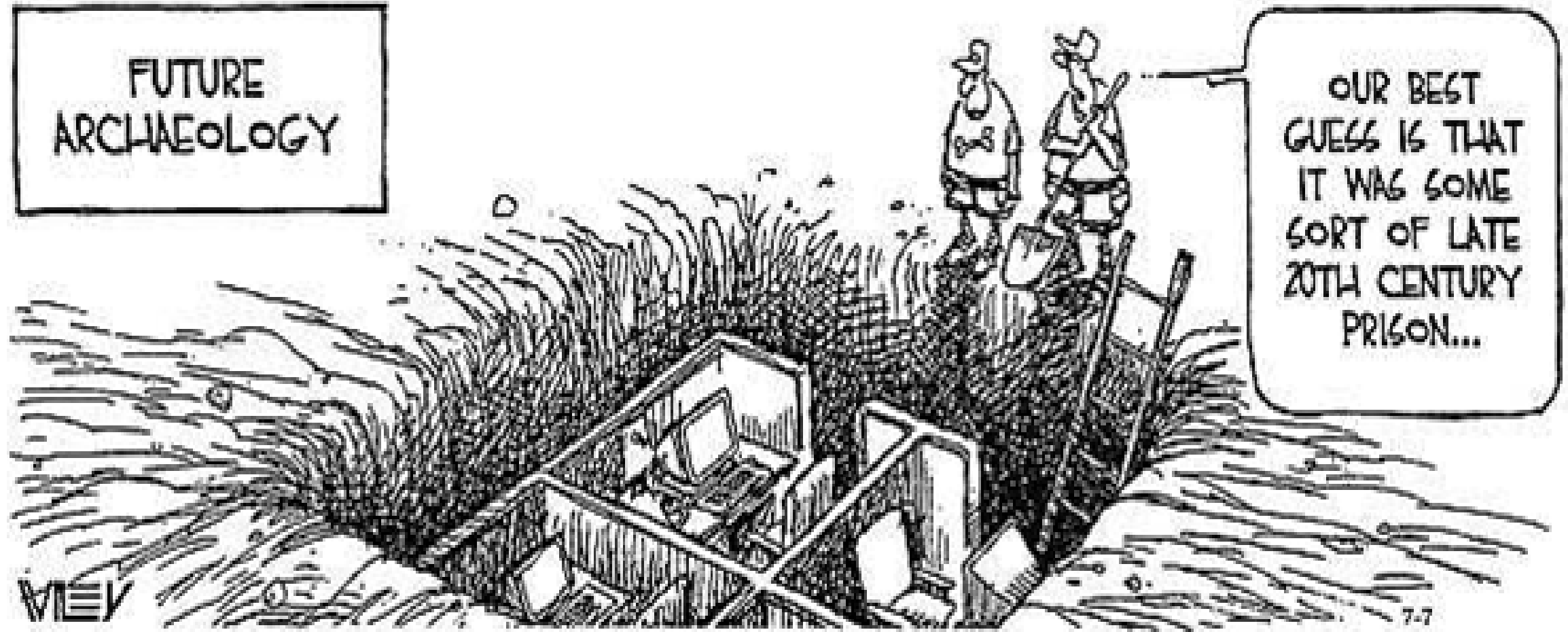
San Francisco, California

September 21, 2011

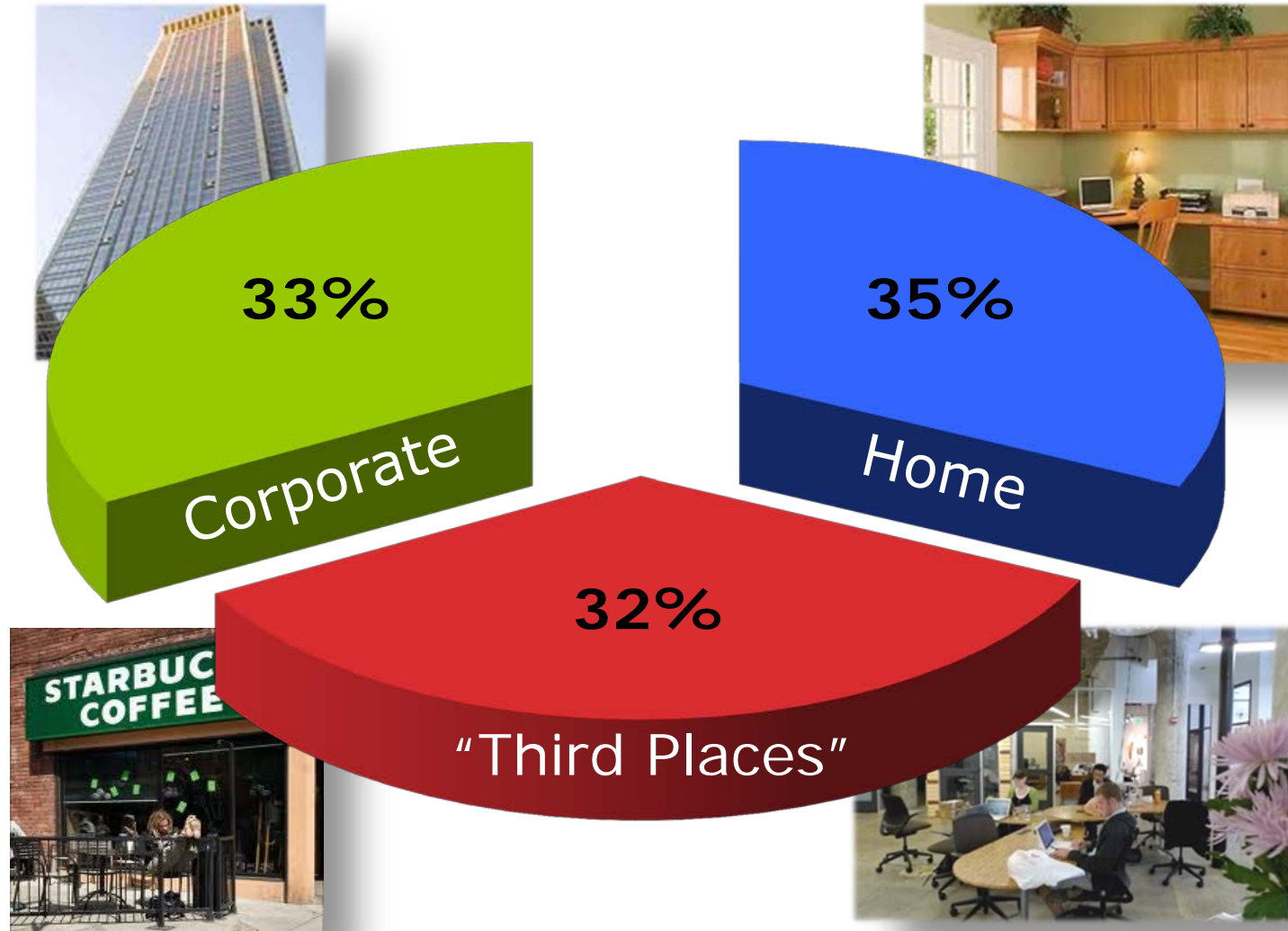
Our Combined View



Indiana Jones, circa 2020. . .

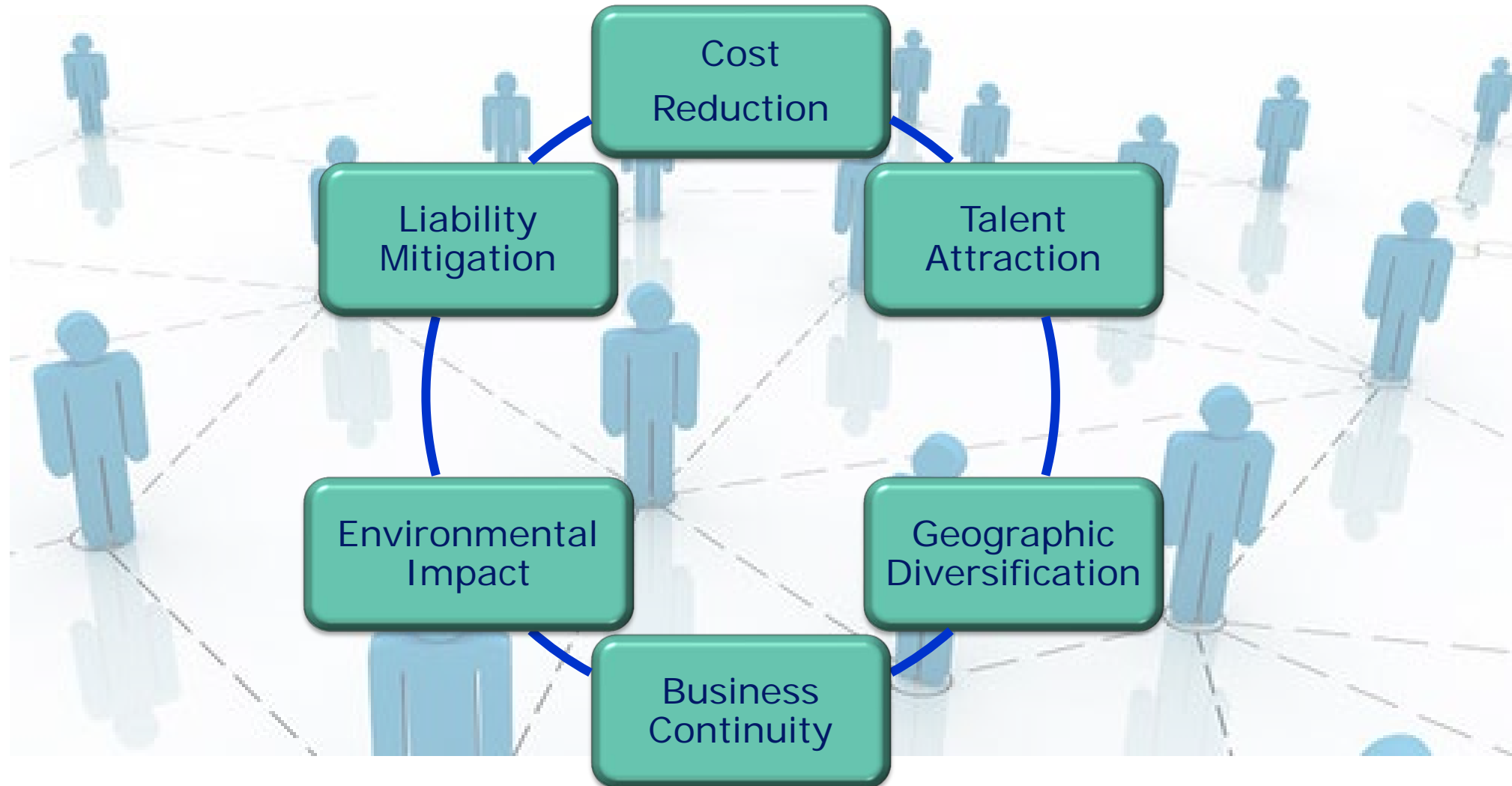


The "Anywhere Office" is a Reality Today



Source:
Work Design Collaborative,
2002, 2008.

Why Do Organizations Embrace Flexible Work?



And now for a story. . .

SCAN Health Plan

A Non-Profit Medicare Advantage Company

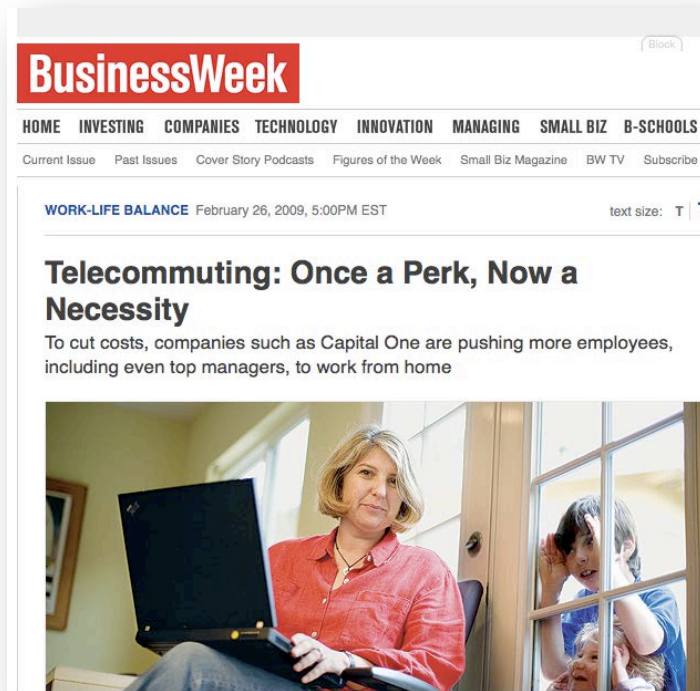
- Changes in federal regulations
- Rapid growth
- Expansion into new geographies
- Difficulty attracting and retaining talent
- Corporate facility at some risk
 - long-term, inflexible lease
 - inappropriate physical location
 - short of usable space
- 2006 space did not meet 2012 vision and culture
- Workforce support costs high and growing



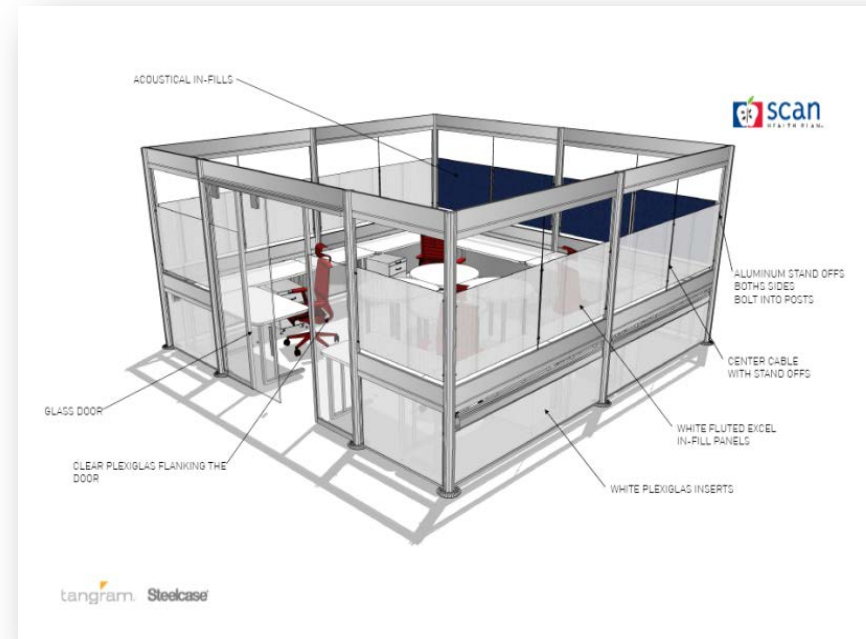
SCAN Health: Embracing the Future of Work

A Two-Part Strategy

Part-Time Work at Home



A Flexible Facility



The AWESOME Program

(*Alternative Workplaces Engaging Staff and Office Management Efficiencies*)

Key Assumptions	Baseline (2006)	Goals for 2010	2009 Actual	2010 Actual
Mobile Employees	249	369	190*	300
DW Sharing Ratio	3.50	4.37	4.37	3.50
Total Staff	865	820	905	1093
SF/person	220	185	157	138
Total Support Cost/Employee	\$42,435	\$37,498	\$33,258	\$34,112

* Reflects temporary shift in organizational structure

** Did not include major office renovation costs

The Results

- Return on investment 40%+
- Provisioning cost ↓ 38%
- Provisioning time ↓ 12 weeks to **3 days**
- Space requirements ↓ 37%
- Employee productivity ↑ 18%
- Employee engagement No change

A Flexible Office

Townhouses
Neighborhoods
Collaboration Parks
Phone Booths
Café's
Libraries
"Mailboxes Etc"



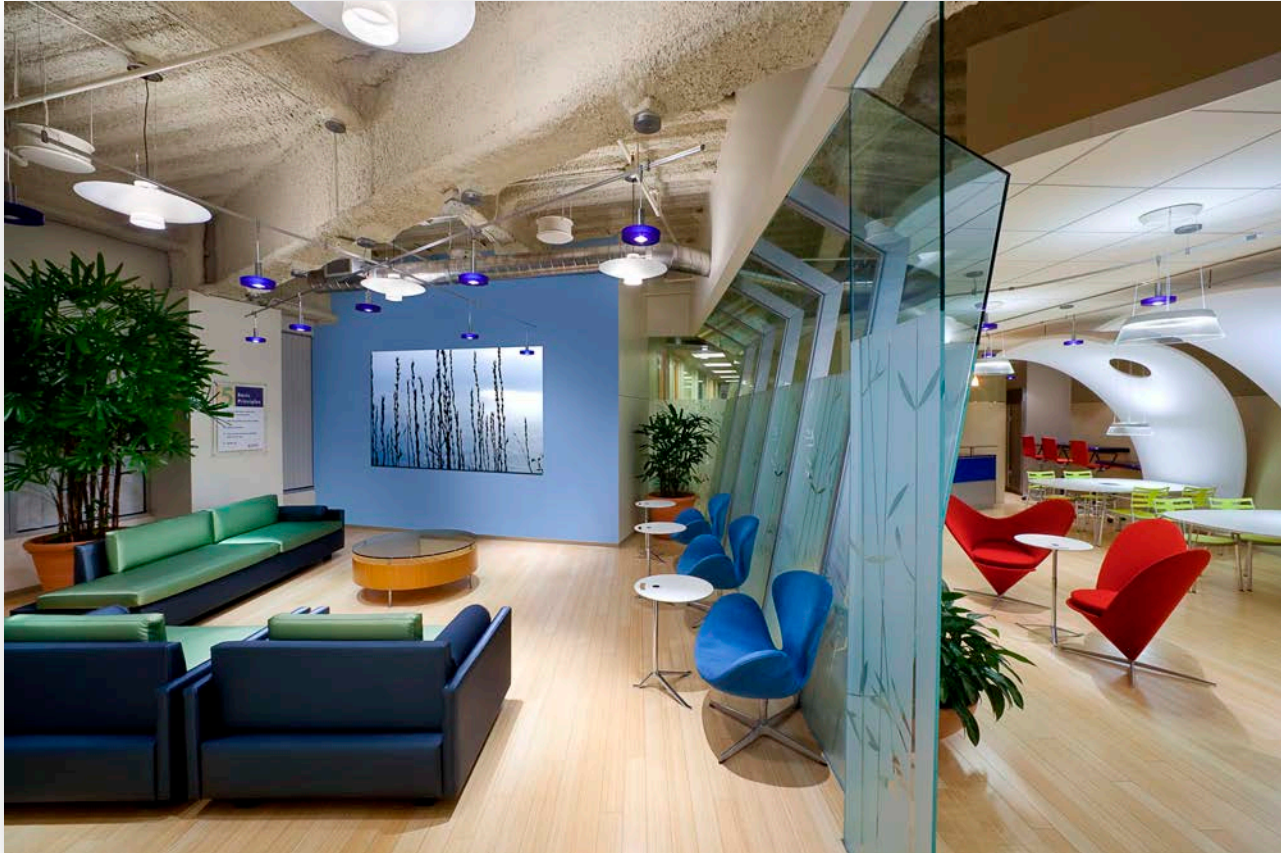
A Flexible Office

Townhouses
Neighborhoods
Collaboration Parks
Phone Booths
Café's
Libraries
"Mailboxes Etc"



A Flexible Office

Townhouses
Neighborhoods
Collaboration Parks
Phone Booths
Café's
Libraries
"Mailboxes Etc"



A Flexible Office

Townhouses
Neighborhoods
Collaboration Parks
Phone Booths
Café's
Libraries
"Mailboxes Etc"



A Flexible Office

Townhouses
Neighborhoods
Collaboration Parks
Phone Booths
Café's
Libraries
"Mailboxes Etc"



How Did SCAN Do It?

Six Keys to Success

A Solid
Business Case

Executive
Sponsorship

A Careful
Pilot Program

Extensive
Training

Formal
Measurement
and Reporting

Core Business
Process
Redesign

Core Best Practices



Source: "Managing a Remote Workforce: Proven Practices from Successful Leaders." Work Design Collaborative, 2010. Available on request.

For Further Information

James P. Ware, Ph.D.

Executive Director

The Future of Work...unlimited

Berkeley, California

+1 510 558 1434 voice

+1 510 558 1431 fax

+1 510 206 8147 mobile

jim@thefutureofwork.net

Website: <http://www.thefutureofwork.net>

Blog: <http://www.thefutureofwork.net/blog>

Twitter: <http://www.twitter.com/thefutureofwork>

Joan Blades

The screenshot shows the homepage of MomsRising.org. At the top, there is a navigation bar with the logo "MomsRising.org" and the tagline "Where moms and people who love them go to change our world". Below the logo is a search bar and a "Keep Informed" section with fields for "Email Address" and "ZIP Code". The main navigation menu includes "Home", "Take Action", "M.O.T.H.E.R.S.", "Blog", "Keep Informed", "Store", "In The News", "Media", "About", and "Donate".

The main content area features a large banner with the text "Housing discrimination against mothers is illegal and unacceptable:" and a "Know Your Rights!" button. To the right of the banner is a "Issues & Resources" section listing topics such as "Maternity & Paternity Leave", "Open Flexible Work", "Toxics", "Health Care for All", "Early Care & Education", "Realistic & Fair Wages", and "Sick Days, Paid".

Below the banner is a "What is MomsRising?" section. To the right is a "Member Stories" section featuring a quote from Leah Washington: "Quality child care is difficult to find. Affordable quality child care is non-existent ...".

At the bottom, there is a "MomsRising Blog" section with a "Narrow by: Recent Posts" filter. A featured blog post is titled "#HERvotes Jobs Blog Carnival: Women and Jobs are Central to US Economic Recovery" by Kristin Rowe-Finkbeiner, posted on September 15th, 2011. It has 26 comments and 40 likes. Social media sharing options for Twitter and Facebook are visible.

The book cover for "The Custom-Fit Workplace" by Joan Blades & Nanette Fondas features a white background with a yellow measuring tape graphic across the middle. The title "THE CUSTOM-FIT WORKPLACE" is written in large, bold, red letters. Below the title, the text "Choose WHEN, WHERE, and HOW to Work and BOOST YOUR BOTTOM LINE" is displayed in black and red. The authors' names are at the top, and a small "Copyright © 2011" notice is at the bottom.