Where is your organisation on its journey to flexibility?

Enabler	Barriers	Foundational practices	Demonstrated best practices
1 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
2 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
3 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
4 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
5 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