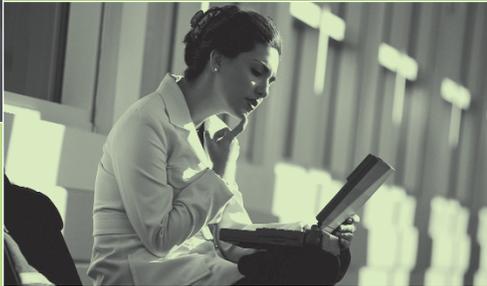


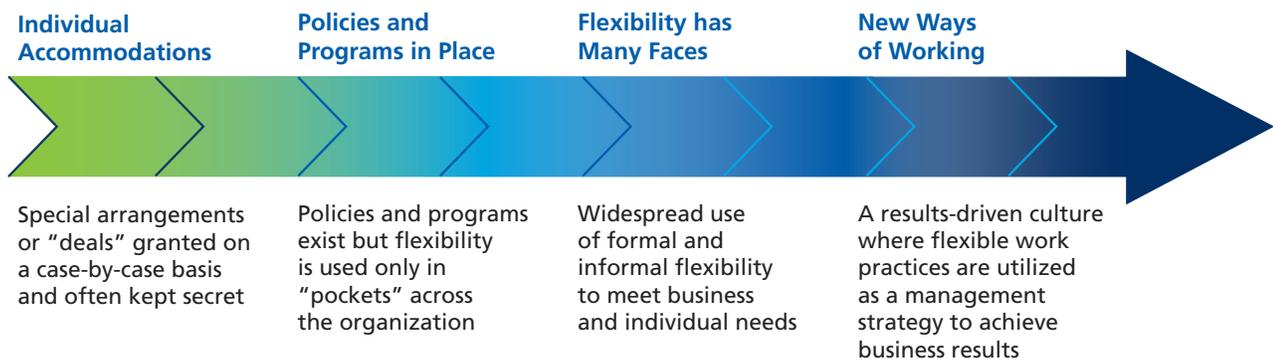


# FLEXIBLE WORKING SOLUTIONS

Business Results Through New Ways of Working



## WHERE DOES YOUR ORGANIZATION FALL ON THE FLEXIBILITY SPECTRUM?



Wherever you are on the Flexibility Spectrum™—from establishing baseline policies to creating a results-driven work culture—WFD Consulting can help you leverage flexibility as a key management tool for meeting business goals.

We design and implement flexible work solutions that attract, retain, and engage critical talent, improve productivity, and create workforces that are agile and resilient in the face of intense competition and unrelenting change.

## BUILDING A CULTURE OF FLEXIBILITY

**WFD partners with clients to develop Flexible Working Solutions that build a culture of flexibility.**

WFD works with clients throughout the world to create comprehensive, tailored flexibility strategies that meet employee and business needs. We help create work environments in which flexibility is woven into the fabric of the organization, incorporating how people are managed, how careers are designed and how work is done.

We help create cultures that focus on results rather than how or where those results are achieved. And we are leading the way to a new paradigm of flexibility that moves beyond how work is accomplished to encompass how employees' careers are managed over their life cycles.

### Embed New, Flexible Ways of Working into the Culture

- Shift from a face-time to a results-driven culture
- Build flexibility into the way work is done at the team level
- Address excessive workload and inefficiencies
- Create flexible, alternative career paths
- Engage a geographically dispersed workforce
- Recognize and reward innovative, flexible management practices that improve business results

### Evaluate and Measure Business Impacts

- Evaluate flexibility use and effectiveness
- Determine business impacts and ROI
- Identify success factors and opportunities for improvement
- Develop enhancements and innovations

### Implement Systematic Flexible Working Solutions

- Brand flexibility initiatives and link to business imperatives
- Actively communicate flexibility options and approach
- Define expectations and provide access to resources and support
- Provide training, guidance and tools to managers, employees and Human Resources.
- Implement flexibility globally, adapting policies and approaches to each location

### Establish Solid Flexibility Infrastructure

- Develop policies, procedures, and guidelines to achieve consistency
- Create practical tools and training to ensure effective implementation by managers, employees and teams

### Develop Business-Based Flexibility Strategy

- Gain senior management commitment and sponsorship
- Assess needs, organizational readiness, barriers and success factors
- Establish business case and desired business outcomes
- Ensure organizational alignment

## WHY SELECT WFD AS YOUR FLEXIBILITY CONSULTING PARTNER?

### • Unparalleled global experience

For over twenty years, WFD has designed “best practice” flexibility programs for leading companies in a wide range of industries, including technology, professional services, life sciences, manufacturing, financial services, government, and consumer products. We have conducted needs assessments, formulated global flexible work strategies, created country specific and culturally appropriate policies and implementation plans, established infrastructure, delivered executive briefings, developed managers, and trained human resources professionals to be internal experts in over forty countries on every continent except Antarctica.

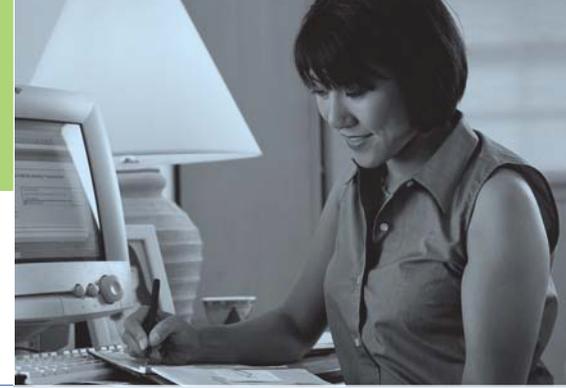
### • Strategic approach, practical application

We understand that flexibility is more than a program or policy. It is a *mindset* for working, managing, and doing business in a dynamic and competitive business environment that demands the best talent.

That’s why we help our clients take a strategic, business-based approach supported by practical tools and action-oriented solutions that cultivates top management commitment and ensures consistent, effective implementation across the organization.

### • Research and measurement-based approach

WFD’s cutting edge research and extensive database on the business impacts of flexibility inform our consulting and enhance business results. We establish measurable goals with our clients at the beginning of projects, develop a comprehensive approach to meet those goals, and then measure and evaluate the results. We bring the latest and most significant research in the world together with our extensive practical experience to create leading innovations for our clients.



**For WFD’s clients, flexibility is a powerful tool to enhance business results.**

### Increased shareholder value and profits

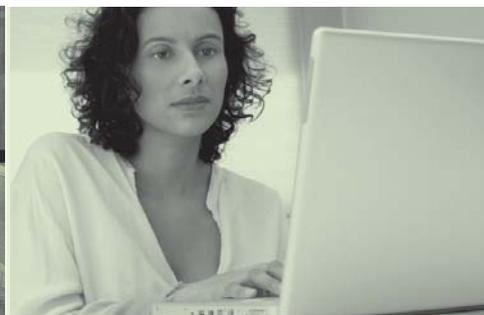
- Providing increased flexibility for branch employees of First Tennessee Bank resulted in 50% higher, employee satisfaction and retention, which yielded 7% higher, customer retention and \$106 M increased profit over two years.

### Higher employee engagement, commitment and retention

- Research conducted by WFD at AstraZeneca found that employee commitment scores were 28% higher for employees who reported having the flexibility they need; 96% of headquarters and R&D employees reported that flexibility influences their decision to stay at the company.

### Reduced costs of turnover

- In 2003, Deloitte & Touche USA LLP calculated a savings of \$41.5 M in turnover-related costs due to flexible work arrangements; 96% of managers report that use of informal flexibility has an impact on retention.



WFD's DISTINGUISHED FLEXIBLE WORKING SOLUTIONS CLIENTS INCLUDE:

Abbott Laboratories

AstraZeneca

Blue Cross Blue Shield of  
Arizona

Camp Dresser & McKee, Inc.

Citigroup

Corning Incorporated

Cummins Inc.

Deloitte & Touche USA LLP

Discover Financial Services

Dow Chemical Co.

Fidelity Investments

First Tennessee Bank

General Electric Company

Hallmark

Hewlett-Packard Company

IBM Corporation

Johnson & Johnson

JPMorgan Chase

Merck & Co., Inc.

Microsoft Corporation

Northern Trust Corporation

PricewaterhouseCoopers

Prudential Insurance  
Company of America

Sabre Holdings Corporation

The St. Paul Companies

