

# FLEXIBLE MANAGEMENT SELF-ASSESSMENT

## Flexible Management Self-Assessment

### Assessing Your Flexible Management Views And Practices

To effectively manage employees in a flexible work environment, it is important to base your actions and decisions on real information versus impressions, assumptions or fears. To gauge your views on flexibility, answer the following questions and see where you fall on the flexible management scale. This self-reflection should provide you with guidance about how you might enhance your flexible management practices.

Instructions: Place a ✓ in the appropriate box.

Question	Always	Often	Sometimes	Rarely	Never
<b>How often do ...</b>					
1. Your employees feel that you manage in ways that ensure success in meeting employee and business needs?					
2. You evaluate employees' performance by measuring their results and not only by how much time they spend in the office?					
3. You emphasize planning and efficiency in your work team?					
4. You intentionally manage team communication to optimize information exchange, planning, etc.?					
5. You promote cross training of employees to allow for backup coverage and development opportunities?					
6. Your employees perceive you using flexible ways of working to achieve business goals and results?					
<b>Do you think ...</b>					
7. Flexibility means more work for the manager?					
8. A request for flexibility indicates that the requesting employee is not as committed to her/his job or the work requirements of the team?					
9. The results people produce, not their presence in the office, are what are important to achieving business goals?					
10. Team members should have the opportunity to develop solutions as a team when scheduling issues arise?					

# Flexible Management Self-Assessment

## Scoring Sheet

### Instructions:

- 1) Circle the numbers in the boxes below that correlate to the checked boxes on your questionnaire.
- 2) Add all the numbers in each vertical column and place the totals in the correlating total lines.
- 3) Add the total lines for each set of questions horizontally, placing these totals in the “Score” box to the right of the total line. These are your final scores. You can find the interpretation of your scores on the accompanying key.

Question	Always	Often	Sometimes	Rarely	Never	
<b>How often do ...</b>						
1. Your employees feel that you manage in ways that ensure success in meeting employee and business needs?	4	3	2	1	0	
2. You evaluate employees’ performance by measuring their results and not only by how much time they spend in the office?	4	3	2	1	0	
3. You emphasize planning and efficiency in your work team?	4	3	2	1	0	
4. You intentionally manage team communication to optimize information exchange, planning, etc.?	4	3	2	1	0	
5. You promote cross training of employees to allow for backup coverage and development opportunities?	4	3	2	1	0	
6. Your employees perceive you using flexible ways of working to achieve business goals and results?	4	3	2	1	0	
<b>Totals for Questions 1–6:</b>						<b>SCORE:</b> <input type="text"/>

<b>Do you think ...</b>						
7. Flexibility means more work for the manager?	0	1	2	3	4	
8. A request for flexibility indicates that the requesting employee is not as committed to her/his job or the work requirements of the team?	0	1	2	3	4	
9. The results people produce, not their presence in the office, are what are important to achieving business goals?	4	3	2	1	0	
10. Team members should have the opportunity to develop solutions as a team when scheduling issues arise?	4	3	2	1	0	
<b>Totals for Questions 7–10:</b>						<b>SCORE:</b> <input type="text"/>

## Flexible Management Self-Assessment

### Scoring Key

#### I. Questions 1–6:

- A score between 18 and 24 indicates:
  - Your employees most likely see you as open to and supportive of their needs as people who have lives outside of work.
  - You probably do not use “face time” or working a traditional schedule as a tool for measuring performance.
  - You are generally organized and like to think and plan ahead to anticipate all aspects of team functioning and performance, including scheduling. You are comfortable concretely addressing intangibles such as communication.
  - You probably see — or are well on your way to seeing — both short- and long-term flexibility as another way to approach the work and produce results.

*Hint: Check back with your employees to verify the accuracy of your perceptions about yourself and ask if there is any room for improvement.*

- A score between 12 and 17 indicates:
  - Although your employees generally see you as open to their needs as people, you might not always be viewed as “supportive.” It could be that less assertive employees are not approaching you to discuss their issues. This could mean that, if experiencing work-life conflicts, they feel their options are limited to living with the status quo or leaving.
  - You may rely on non-results-based measuring sticks for employee performance such as “face time.” It might be important to heighten your awareness of whether you are prone to managing by this “default” position. For sure, face time and flexibility don’t mix.
- A score between 0 and 11 indicates:
  - It is likely that your employees do not see you as particularly open to or supportive of their out-of-work responsibilities. Research shows that the potential losses to you as a manager may include loss of employee loyalty and commitment, which can in turn negatively affect employee contributions, creativity, initiative, motivation and productivity.
  - You may be defaulting to measuring your employees by their “face time” in the office rather than real results. This may leave you open to decreased employee morale and teamwork.
  - Do you feel that you spend too much of your time putting out fires and trying to manage misunderstandings? You may feel that you never have enough time to accomplish all you intended to do. Deliberate planning and delegation will help to reduce this problem.

## II. Questions 7–10:

- *A score between 12 and 16 indicates:*
  - Your perceptions of flexibility are in line with the research: When well implemented, flexibility can mean less work for the manager and enable the best performers to produce quality output while not being artificially bound by schedules and locations that are not related to achievement of results.
  - You are business and results focused; you less often tend to monitor or control your employees. You likely trust them and consider them to be accountable for achieving business results.
  - Your management attitude conveys an interest in getting the job done and in being open to new ways to accomplish this. You are open to different ways to approach both business problems and the people who work with you to solve them.

*Note: You seem to be doing everything right. Just be sure that you are consistent across employees and in different situations, particularly those that are stressful. Asking for feedback on a regular basis can keep you honest and your employees committed.*

- *A score between 8 and 11 indicates:*
  - Although you are open to flexibility for your employees and that will work with them to determine what is viable, you still tend toward some paradigms that conflict with a culture of flexibility. If these attitudes enter your thinking process while you are considering employee requests for flexibility, you may base decisions on preconceived notions you hold about flexibility and employees who work flexibly, not on the business needs.
  - Possibly, you are not always sure you can trust your employees to be accountable for achieving results. You may think some (many?) people need to work a traditional schedule and/or work in the office to be effective. In your heart you feel that employees, left to their own devices in the unstructured environment of home, might not always attend to their responsibilities as diligently as when in the office.
  - It is important to take an inventory of your opinions about flexibility and employees who request/use them. If needed, find a sounding board in your HR department to help you determine which of your opinions are based on fact, which are based on myths and how you can change your behaviors to only respond to facts.
- *A score between 0 and 7 indicates:*
  - You may hold a number of paradigms that say that to ensure coverage and meet business requirements, flexible work arrangements won't work in an hourly, nonexempt environment.
  - You may tend to manage people more by sight than by actual results. Research indicates that by doing this, the performance of some of your best employees will be diminished. If you continue to measure by presence, not results, you may start to lose some of the skilled employees who have become marginalized in the process.
  - Consulting with other managers about their experiences and how they deal with the same situations can go a long way in helping you determine which paradigms you should hold on to and which you can drop with neutral or positive consequences for the business.

## CORPORATE VOICES FOR WORKING FAMILIES

Corporate Voices for Working Families is the leading national business membership organization representing the private sector on public and corporate policy issues involving working families. A nonprofit, nonpartisan organization, we improve the lives of working families by developing and advancing innovative policies that reflect collaboration among the private sector, government and other stakeholders.

To create bipartisan support for issues affecting working families, we facilitate research in areas spotlighting the intersecting interests of business, community and families: workforce readiness, family economic stability, flexibility in the workplace, and work and family balance.

Collectively our 50 partner companies, with annual net revenues of more than \$1 trillion, employ more than 4 million individuals throughout all 50 states.

**Our Web site:** [www.corporatevoices.org](http://www.corporatevoices.org)

**Our blog:** [www.corporatevoices.wordpress.com](http://www.corporatevoices.wordpress.com)

**Follow us on Twitter:** @corporatevoices

**Our address:** 1020 19th Street NW, Suite 750  
Washington, DC 20036

**Our phone:** 202-467-8130

**Our fax:** 202-467-8140

## WFD CONSULTING

WFD Consulting partners with its clients to create inspiring work environments where organizations succeed and employees thrive. Their research, consulting and implementation services help clients build a competitive employee value proposition and mobilize the full richness, diversity and potential of their employees, resulting in a more resilient, productive and engaged workforce. For over 25 years, WFD Consulting has been dedicated to improving business outcomes and improving the lives of working families through collaboration, innovation and a commitment to action.

**Our Web site:** [www.wfd.com](http://www.wfd.com)

