

WorkStyle Preferences and Positions of People in Organizations **PATTERNS**[®]



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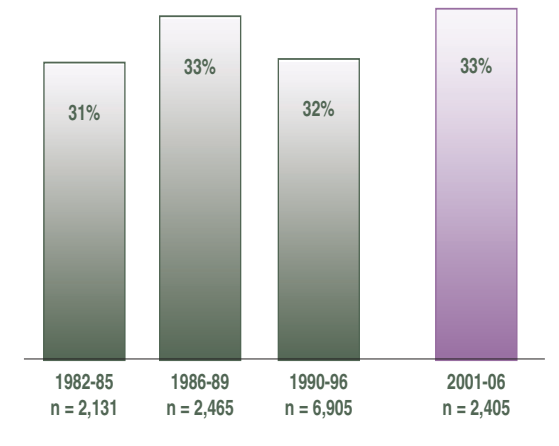
STILL THE WORKFORCE SAYS FLEXIBILITY ^ RULES

And Customers Keep Asking for More

Gone are the days of the big corner office, administrative assistance and individual assignments. Today's workplace offers 4'x5' cubicles or virtual offices, laptop computers, BlackBerry devices, lots of teamwork and customer/supplier partnering.

The net effect, according to the McFletcher Corporation's **WorkStyle Patterns[®] Research**, is a workplace where positions are defined by flexibility and responsiveness. McFletcher calls this requirement the ADAPTING WorkStyle Profile.

ADAPTING POSITION REQUIREMENTS



ADAPTING Positions are on the rise

- More than 33% of the North American workforce say they currently work in the ADAPTING mode. *"People find themselves responding to everything,"* says **Tomas McIntosh-Fletcher**, principal consultant and co-author of the WorkStyle Patterns[®] Inventory. *"Without extra resources available to complete additional tasks, coordinate meetings and schedules, and plan future strategies, today's workforce finds that they're having to do a little bit of it all."*
- Working with an ADAPTING WorkStyle approach requires that individuals accept change quickly and recognize new opportunities. This approach also requires that people seek and maintain communication networks throughout the organization as well as assess new situations and alter work procedures quickly.

Organizations and employees benefit from the ADAPTING approach

- Organizations gain much needed flexibility in meeting customer demands.
- Employees encounter broader opportunities and exposure.
- Both the organization and employees are able to effectively manage change.

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Too much ADAPTING can hurt the quality of work

- *"When the number of positions that require an ADAPTING approach start moving above 33%-35%, organizations should take notice," says **Donna McIntosh-Fletcher**, principal consultant and co-author of the WorkStyle Patterns® Inventory. "When the adapting approach starts taking over, people begin running in circles, losing the ability to stop and think for long range planning. Consequently, employees lack vision and clarity and organizations lose productivity and innovation."*

Incorporating and managing ADAPTING activities can enhance productivity

The key difference about organizations that incorporate ADAPTING requirements is that they look at the whole system of how work flows on a process-basis rather than breaking it into incremental parts. *"These organizations are using a **whole-systems approach** involving the workforce in the business as well as the work, managing the progression of new technology and work processes, and teaming with customers and suppliers for integrated responses," says Donna McIntosh-Fletcher.*

She says organizations should heed lessons learned from putting teams in place. *"Similar to teams, positions with ADAPTING requirements require a structure first before they can be implemented. People need a clear understanding of why and how this approach works."*

Established in 1974, The McFletcher Corporation is a research and consulting firm which specializes in aligning organizations with their market requirements and the workforce. The WorkStyle Patterns® Inventory and data base research are products and services of the McFletcher Corporation. The initial Study referred to in this brief was comprised of 7,134 employed individuals from a variety of North American businesses and government agencies; a 1996 updated study consisted of 10,662 individuals and the 2006 study included 17,238 employed individuals. Additional studies were used for comparisons of ADAPTING shifts over the years.



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