

WorkStyle Preferences and Positions of People in Organizations
PATTERNS®



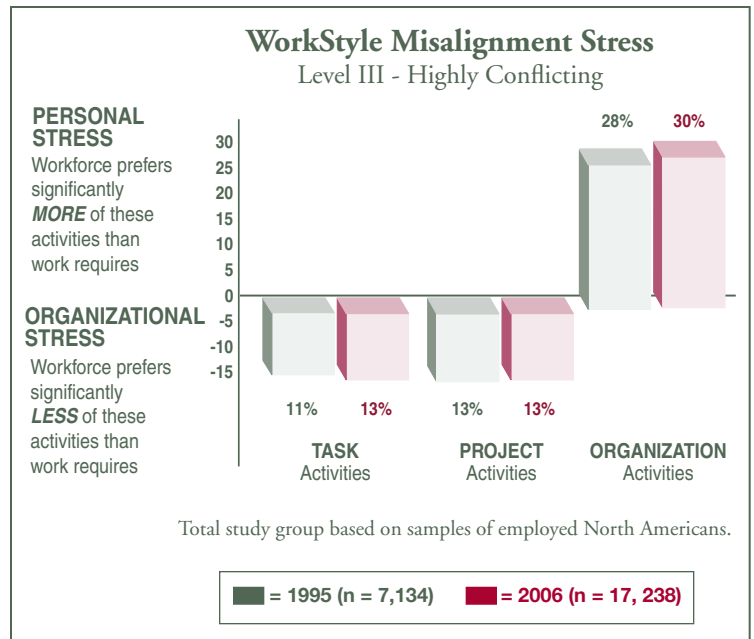
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WORKING THROUGH DISENCHANTMENT

Misalignment Stress [^] **STILL** Undermines the Bottom Line

The North American workforce is struggling to cope in a work environment that previously offered financial security, employment stability and a sense of control through designated jobs. As organizations restructure toward teams and participatory environments, people find themselves with new reporting structures, new work requirements and new ways of coping.



A significant segment of the North American workforce says they experience highly uncomfortable misalignment in their everyday work activities. McFletcher's **WorkStyle Patterns® Research** illuminates workforce discomfort as it measures three WorkStyle stress levels: moderate, tolerable and highly uncomfortable. A **highly conflicting difference** exists between a person's preferred way of working and the required work approach.

"Stress produced by WorkStyle misalignment, whether personal or organizational, impacts employee productivity, employee emotional and physical health: all of which affect the corporate bottom line," says Robert H. Barnes, M.D., McFletcher Consultant.

Bottom Line Implications

- **30%** of the workforce struggles with high levels of WorkStyle misalignment categorized as **Personal Stress** - meaning they want to perform activities at a level far exceeding what their work requires. The result: apathy, irritability, frequent complaints or illness.
- Another **26%** of the workforce contributes to **Organizational Stress** – meaning they want to perform certain activities far less than their work requires. This leads to product quality and customer service problems, missed deadlines and retention issues.
- Some of these same members of the workforce contend with both Personal and Organizational stress levels in their work. They prefer some work activities far more than required and other work activities far less than required.

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Integrating Accountabilities with Systems and Structure

"If organizations take this WorkStyle misalignment stress at face value without establishing a structure and systems to enable organizations and their people to meet the needs of both then employers, employees and even customers become disenchanting," says Donna McIntosh-Fletcher, principal consultant and co-author of the **WorkStyle Patterns® Inventory**.

- The workforce wants to influence organizational goals and results. **30%** want significantly **MORE** influencing activities than their positions allow. They want more involvement in planning, decision making and opportunities for control over organizational goals as well as their own work.
- Organizations need more hands-on work at a time when the workforce wants to find ways for technology to do the work for them. **13%** want significantly **LESS** task activities such as: performing routine tasks and measuring and improving their own results.
- **13%** of the workforce also want significantly **LESS** coordinating activities while organizations require more and more coordination. The workplace needs people to monitor, schedule and integrate their work with others as well as guide the work of others. People are being placed in teams to share work and to initiate ways to help each other.

The McFletcher Corporation has found the most success in reducing WorkStyle stress by working with organizations to build bridges that tap workforce ideas and preferences; develop structures that enable creative decision-making; and establish accountability systems for follow-through with measurable results. McIntosh-Fletcher adds, *"Without these structures and systems, the workforce perceives they are not empowered and, therefore, they become disenchanting."*

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 1995 and 2006 studies referred to in this brief comprised 7,134 and 17,238 employed individuals, respectively, from a broad base of North American businesses and government agencies. Additional 1994, 2002 and 2006 Stress level studies were used for comparisons of personal and organizational WorkStyle misalignment stress.



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