



### Infrastructure Management

Ensuring that the Flexible Organisation works effectively day in, day out wherever people work is a major challenge. AWA works with internal and external service providers to ensure that processes, practices, measures and resources will meet the needs of the new business model, supporting people at work wherever they are located. The areas involved are:

- Information Technology and management
- Real Estate
- Facilities Management
- Communication systems
- Human Resources
- Health and Safety.



## Moving ahead

**W**ORKING WITH our clients through a partnership approach, AWA helps to assess the appropriateness and viability of Flexible Working in meeting the overall aims of the business. A change management programme must address certain criteria in order to achieve long term success. AWA will work with you to ensure that these criteria are considered and that this success is achieved:

- An integrated, truly holistic approach to change management
- Planning for the “people factor”
- Uncovering and investing in “people potential”
- Coaching, support and team building for managers and teams
- Grasping leadership potential and transformational opportunity
- Coaching individuals towards work style fit
- Encouraging work/life balance
- Involving, communicating, empowering at all levels
- Unifying IT, FM, Real Estate and HR
- Designing appropriate work environments.

**AWA's expertise can guide you and help to realise your vision in safety.**

AWA is a multi-disciplined management consultancy providing a broad range of services tailored to clients' needs:

**Strategic workplace planning**

- scenario planning
- space utilisation
- location studies
- asset realisation
- corporate PFI

**New environment, new opportunities**

- flexible working
- flexible team working
- flexible workplace design
- experience-centred design

**Improving performance**

- management development
- service management skills
- user satisfaction studies
- team building
- employee well being

**Research**

- best practice
- benchmarking
- commissioned studies

## Discover Flexibility



**I**N ORDER TO ACHIEVE optimum business performance and fully seize new opportunities, businesses are now breaking the link between work and place, and fundamentally re-thinking the way their organisations operate. Effective and affordable technologies are enabling companies to progress from their current, more traditional approach to work and the workplace to an advanced approach in which there are new choices about where and how work is performed.

Flexible Working is the term commonly used to describe the continuum of workstyles that allow people and their organisations to choose where it is best for them to work to meet a variety of personal, professional, team and corporate needs.

Against a backdrop of continual change and turbulence, businesses are facing a number of pressures. In order to remain competitive, they need to be:

- Agile – to cope with changing business conditions
- Lean – utilising all assets to the full
- Attractive – to retain and recruit the loyalty of the best people in the ‘war for talent’
- Productive – to gain maximum contribution from all resources

Flexible Working is a powerful, comprehensive response to the needs of your organisation, and its people. Introduced effectively, Flexible Working allows companies to realise strategic benefits, which include:

- Increased productivity – through permitting people to work in places that allow them to maximise their effectiveness
- Increased utilisation of existing offices
- Fluctuations in business growth supported without cost penalties
- Reinforcement of an innovative, forward thinking corporate image
- Avoidance of long term commitments to building costs
- Improved staff retention and recruitment
- Geographical flexibility regarding recruitment and location.



# New environment, new opportunities

**T**HE REALISATION OF these benefits requires understanding and careful planning. From our in-depth experience of introducing a wide range of Flexible Working styles to global organisations we know the pitfalls that can confound long term success. It is vital to realise what can go wrong:

- Imposition rather than ownership of Flexible Working
- Little regard to impact on culture and working patterns
- Emphasis on space and technology - not people and their work styles and personal needs
- Enthusiasm for new work styles not managed and channelled
- Lack of communication and support through the process of change
- Poor perception of flexible workers by others.

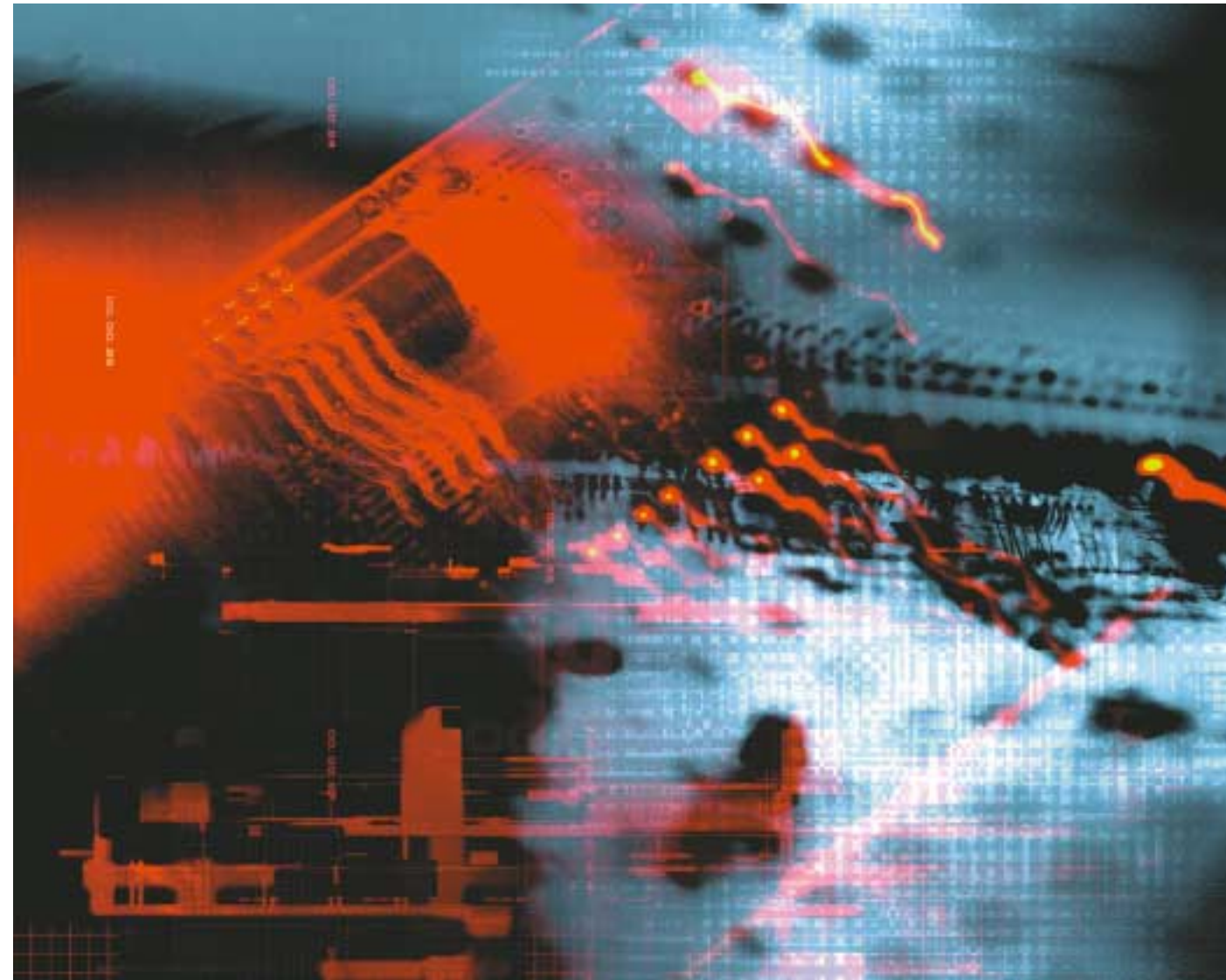
The transformation of your organisation to realise this new business model is complex and challenging, requiring serious commitment, enthusiasm and belief. From our extensive research and pioneering projects, we have learned that the following conditions need to be in place in order to ensure success:

- Solid management commitment
- Consistent language and terminology
- Defined scope for Flexible Working choices
- Clear policies and processes
- The “world of Flexible Working” understood by all
- Appropriate workplace infrastructure, (office, home, mobile)
- Planned and integrated change management support.

AWA's approach is based on achieving these conditions, and has been developed to help companies meet their strategic business objectives.

Introducing Flexible Working into any organisation is complex and often emotional as it can involve people in a significant degree of change, which can be very uncomfortable. Each situation is unique, and is therefore thoroughly investigated before proposals are suggested. AWA provides the tools, insight and solutions needed to effectively take your business from your existing, more traditional way of working to this new advanced and flexible approach in safety.

AWA is skilled at helping organisations and individuals to understand, overcome and tackle a series of barriers involving technology, process, behaviour, space and attitude. We will safely guide you through your transition to an advanced approach to the work place, working with you in the following areas:



## Gaining Management Commitment

We will work with you to gain management commitment to your corporate vision of the workplace and the necessary stages of transition – by ensuring that all levels understand where the company is now and agree upon where it should aim to be. We link company goals with Flexible Working and ensure a consistent language and understanding is transmitted. We work as part of a team with senior business managers.

## Preparing For Change

AWA works with business leaders, Human Resources, Information Technology, Facilities Management and Real Estate managers to establish robust policies, rules and protocols for Flexible Working, ensuring all parties work together in a holistic style as part of a single team with a unified objective.

organisation, introducing Flexible Working to business units, gaining understanding and commitment and working to achieve business benefits for the unit that link to operational and strategic goals.

## Change Management

We work with business leaders to establish a carefully designed change management strategy which will be the key to successful introduction of Flexible Working, ensuring that business and individuals' needs are taken into account. AWA works with your teams to ensure that the right behaviours, attitudes and competencies are inherent or developed within people who will be affected by changes to their – or their colleagues' – styles of working. In defining a change management programme, AWA will:

- Plan and manage change on both the rational and emotional level
- Engage and open people's hearts and minds
- Equip managers to deal with the practical issues which arise when Flexible Working is introduced
- Ensure managers have the skills to manage Flexibly
- Ensure a vision and objectives for Flexible Working are owned on both business and personal levels
- Support individuals, teams, managers and leaders, through coaching and workshops, to align how they work with what they need to achieve.

AWA works with individuals and teams to establish a strong foundation upon which the principles and realities of Flexible Working can be realised.

# Managing the transition

**A**FTER A THOROUGH review of all current aspects of the organisation, we work with managers to ensure that an effective workplace infrastructure and support services are in place in order to remove any potential barriers to the effective introduction of Flexible Working.

Piloting often provides opportunities for managers and people to learn about Flexible Working in safety. We work with managers to select suitable organisational units for the pilot, choosing appropriate workstyles, preparing everyone concerned for the change and ensuring that workplaces will support the new style of working. We monitor the pilot and ensure that learning points are fed back into the organisation.

AWA provides specialist Flexible Working programme management for the introduction of Flexible Working across the

## Workplace Design

Different people work in different ways and places. With the extensive involvement of workplace users, we design workplace environments that consciously support people in the different tasks they perform in different places, giving them the opportunity to increase their productive output. A variety of workplace settings could be appropriate, such as collaborative working areas, a range of meeting facilities including innovative creative spaces, breakout & leisure facilities and quiet space.

We establish the most effective IT, telephony and collaborative working technologies to support individuals and teams to operate effectively wherever they are working. Information, knowledge and document management are all aspects which are considered and designed.