



PRIORITY ONE TRAINING

Issue No. 2

Beware the Pitfalls

Flexible work options

Flexibility - often life demands it, increasingly workplace policies and technology enable it, and documented benefits of improved productivity and employee satisfaction drive it.

However, recent research indicates that bosses still consider staff working to a flexible arrangement are not career focussed and often by-pass them for promotion. "Managers must be made aware of their potential to stereotype...companies must also bear responsibility for ensuring that biased perceptions of care-giving roles do not affect promotion decisions"
See 'Glass Ceiling Anew', *Academy of Management Journal* Nov.'9

As a Manager I need to ensure that:

I identify any biases I may have, and act to eliminate them.
I know the career goals of each team member and I talk frequently and encouragingly with them about achieving their goals.
I give each team member the opportunity to excel by being respectful of their individual needs.
I acknowledge each team member's efforts and give recognition and reward based on individual ability and performance.

As a Staff person I need to ensure that:

I set clearly defined career goals and communicate them to my manager.
I am a positive and fully engaged team member.
I am flexible to the needs of my team.
I am well-informed of all work and team matters and interested in 'what happens when I'm not there'
I show commitment to my career goals.

Managers & Staff together, make flexibility work!

Good Gossip: Allan, a Mergers & Acquisitions team member has been working 14 to 16 hours constantly over the past few weeks. The signing of the deal gives Allan the opportunity to slow down and knowing that Allan's parents have arrived from overseas, his manager suggests Allan takes a couple of days off work to spend time with them.

Australia

▶ The right to request flexible working arrangements comes into practice under the Australian Federal Government's National Employment Standards (NES) January 2010.

Are you ready?

Managers will require essential skills and behaviours to handle the likely increase of requests and manage the organisation's policy and practices?

[See more information](#)

Asia

▶ The official journal of the Hong Kong Institute of Human Resource Management published (Nov. '09) 'Flexibility is NOT a Fad' by JUDY NEWGREEN, Director, PRIORITY ONE TRAINING
[See Published Articles](#)

Did you know?

Women most often have the 'right' leadership style. Inspiring others and defining expectations and rewards are the behaviours most needed for leading organisations into the future and these skills are most often demonstrated by women. *McKinsey Quarterly* Oct.09

[lifeMoves® - the 'right' style for leading flexibility](#)

Quote of Note:

"Workplace flexibility will become one of the hallmarks of good management practice, in part because it can produce positive outcomes for employees as well as for workplaces."

Testimony, United States Senate, 28 February, 2007

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