



Workplace Flexibility + Employee Wellbeing

presented by Jake Lathrop

Consultant to the VPCHRO, Michigan State University

Chair, CUPA-HR Midwest Region Board of Directors



Objectives



1. Make a Friend



2. Learn One
New Thing



3. Leave with One
Actionable Item

Workplace Flexibility



Workplace Flexibility

Flexibility-driven Workplaces Consider Three Important Factors:

- 1) **Where** work is done.
- 2) **When** work is done.
- 3) **How** work is done.

Flexible work arrangements can be the great “fairness” equalizer in the modern workplace.

Workplace Flexibility



- ***Flexible Work Arrangement:*** any agreement that includes a modified work **schedule** or **location** from what is typically agreed upon within the organization.

Workplace Flexibility

Know what your employees want... be flexible with flexibility!

Example: [Gallup](#) (12/2023) found that 50% of employees prefer to be a “splitter” and 50% prefer to be a “blender,” regardless of working remote or onsite.

- A job in which you work 8 a.m. to 5 p.m. and attend to other life activities before or after work (Gallup calls these employees “splitters”).
- A job in which you alternate between work and other life activities throughout the day (Gallup calls these employees “blenders”).

Workplace Flexibility

Example 2: Front-line workers preferences (per [Gallup](#) 12/2023)

- Over half of on-site, non-remote-capable employees (57%) say they are “not at all” bothered that other workers are allowed to work from home some of the time.
- Front-line workers most preferred flex options: choice of which *days* per week they work, increased PTO or vacation time, and the option to work a 4-day work week.
- Less preferred were choice of hours worked, flexible start/end times, and a relaxed dress code.



The Culture of Workplace Flexibility

One where employees can exercise a flexible work arrangement on short or with no prior notice, or where work arrangements can be easily shifted to accommodate life.

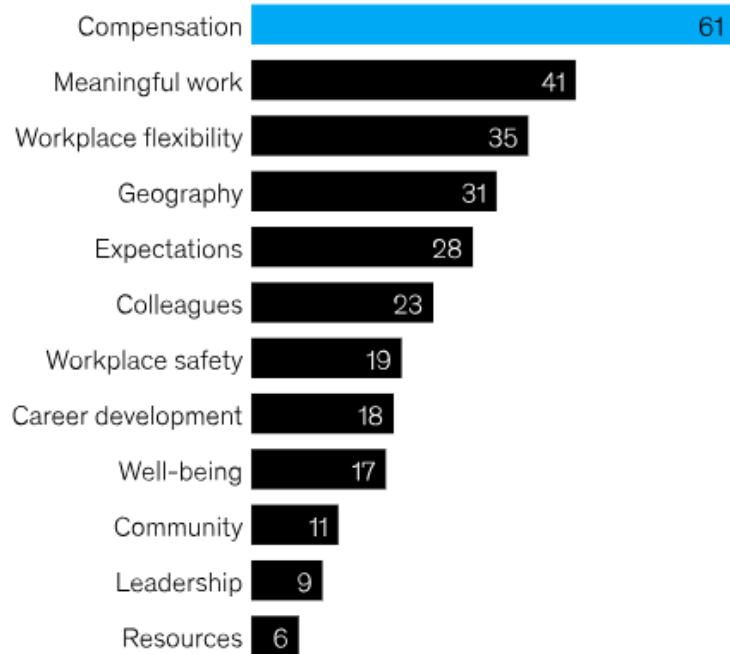


Importance of Workplace Flexibility

- Increased attraction and retention.
- Driver of employee satisfaction and engagement (which increases productivity).
- Elevated employee wellbeing.

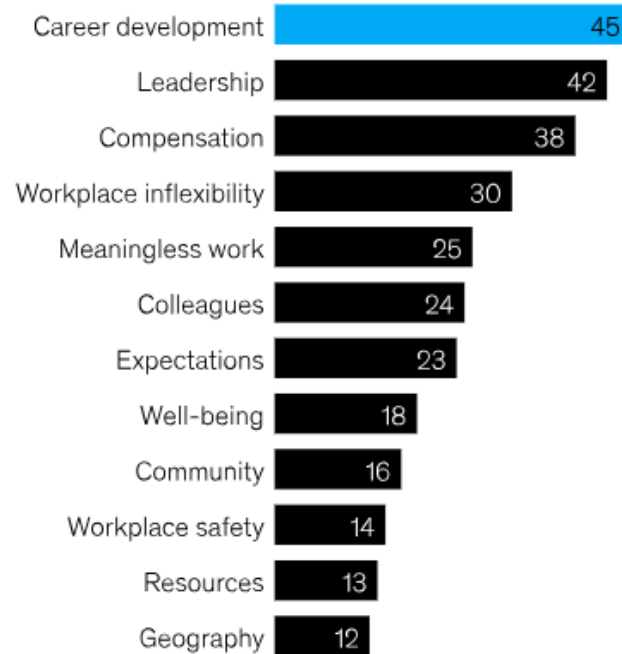
Reasons for staying,

% of respondents (n = 1,118)



Reasons for leaving,¹

% of respondents (n = 385)



¹People leaving include individuals who quit or retired, as well as other separations.

Source: McKinsey Great Attrition, Great Attraction 2.0 Global Survey, Apr 2022, n = 1,503 for the public sector in the US

McKinsey & Company

[article March 2024](#)

Importance of Workplace Flexibility

What Workplace Flexibility is NOT

- A quid pro quo agreement.
- An invitation to invade an employee's life.

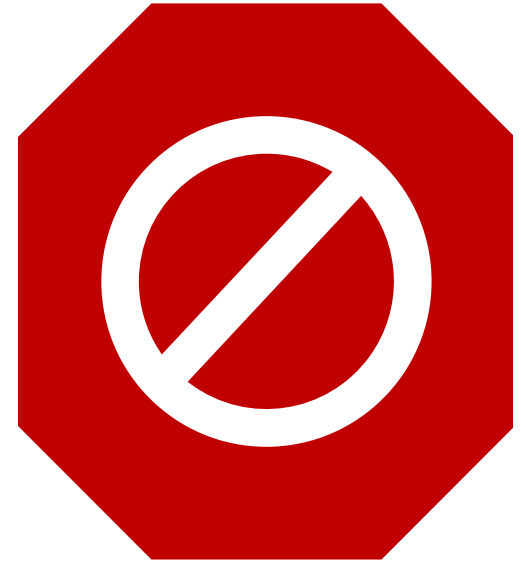


Table Conversations

- What successes has your college/university found with workplace flexibility?
- What challenges are you dealing with?
- What might you consider trying to enhance workplace flexibility at your institution?

Group Report-Out

- Volunteers to share...
- Write down one thing



Employee Wellbeing



Employee Wellbeing

Wellbeing encompasses all the things that are important to each of us and how we are experiencing our lives.

Ultimately, it is the true answer for people's favorite question,
"How are you?"

The impact of wellbeing extends far beyond how people *feel* -- it affects the number of sick days employees take, their job performance, burnout and likelihood of leaving your organization. Here are just some of the costs of poor wellbeing:

75%

of medical costs accrued mostly due to preventable conditions

\$20 million

of additional lost opportunity for every 10,000 workers due to struggling or suffering employees

\$322 billion

of turnover and lost productivity cost globally due to employee burnout

15% to 20%

of total payroll in voluntary turnover costs, on average, due to burnout

Impacts of Employee Wellbeing

GALLUP®

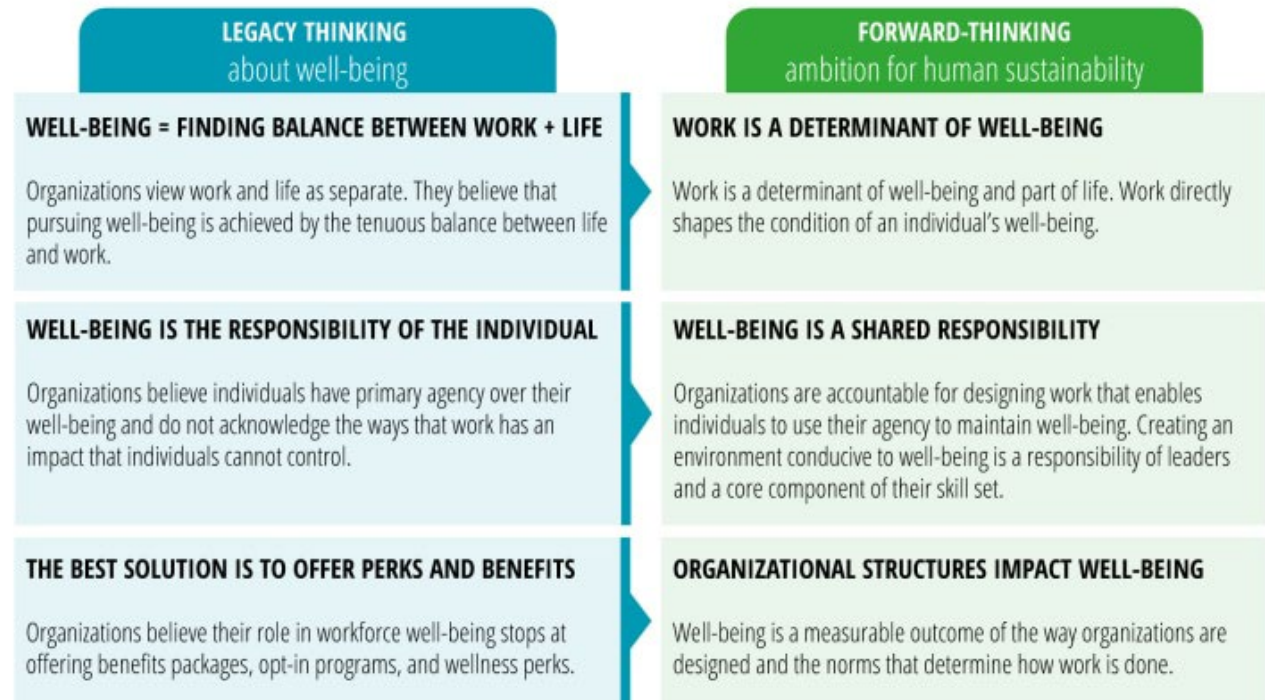
Employee Wellbeing

Modern Shifts in Thought

[article March 2023](#)

FIGURE 2

Mindset shifts can help organizations improve workforce well-being



Source: Deloitte analysis.

FIGURE 4

Work determinants that affect worker well-being

Work determinant	What it means	What it looks like
Leadership	How leaders behave	Leaders have self-awareness and exhibit positive personal well-being behaviors, foster psychological safety with excellent EQ, and make strategic choices for their team and organization that support collective well-being.
Design of work	How you are organized	Work is designed to limit clutter, optimize scope, and streamline the flow of information so that workers can focus on outcomes rather than tasks and enable more purpose-driven work.
Ways of working	How you get work done	Tech is used in strategic ways to facilitate automation, enable more meaningful work, and limit task-switching. Streamlined tech comes with clearly communicated expectations and supports intentionally designed hybrid work.

Source: Deloitte analysis.

Deloitte Insights | deloitte.com/insights

Employee Wellbeing

Employee Wellbeing

- **Leadership:** employees reported that micro- or undermanagement, a lack of recognition, and a lack of empathy and psychological safety are the most detrimental leadership behaviors to their wellbeing.
 - Anyone with responsibility for others is a ***steward of employee wellbeing***.
- **Work design:** employees reported that being consistently overburdened, having little room for career growth, and doing boring, monotonous, and/or meaningless work are the most detrimental aspects of work design to their wellbeing.
 - Research found that employees are spending 250% more time in meetings today compared with pre-pandemic days, many of which are likely of low value.
- **Ways of working:** employees reported that being “always on”, switching tasks constantly, and not being able to make their own decisions about how they work are the most detrimental aspects to wellbeing in terms of how work gets done.
 - Employees waste 32 days per year toggling up to 10 times per hour between technology apps, according to research published in Forbes.

Table Conversations

- Where are you personally finding success with your own wellbeing?
- Where are you finding challenges?
- What has your college or university done that is awesome in the employee wellbeing space?
- What would you love to see your college or university adopt or implement?

Group Report-Out

- Volunteers to share...
- Write down one thing



Final Thoughts



Thank you!



Jake Lathrop
Consultant to the Vice President/CHRO at
Michigan State University

