



M O D E L I N G
C O - C R E A T I N G
F L E X I B L E
I N C L U S I V E
W O R K S C A P E S

The FutureWork Institute...

modeling and
co-creating flexible,
inclusive workspaces





We Are...

...a consulting team working for over 15 years in the area of diversity, futurework and work/life assignments for major global organizations.

...a core team and global network of consultants who model inclusion and new ways to work. We help our clients discover innovative ways to make their workspaces places where all talent can make extraordinary contributions to the enterprise.

...a firm that lives its values by operating as we envision the future workforce: a global virtual team of free agents committed to building an inclusive community of practice.

...the former Global Diversity and Work/Life Practice of Towers Perrin, spun off to model and experiment with futurework and focus on the changing workforce and work environment in client companies. Our business model enables maximum flexibility, cost efficiency and immediate client responsiveness. We combine the quality standards of our roots in Towers Perrin with the nimbleness of a small firm to give you the expertise you need and the value you deserve.

Why...

We do this to help our clients respond to the challenges they have today and prepare them to compete in the workplace of the future:

...an increasingly *diverse and shrinking labor pool* driving the need to be the employer of choice for the best and the brightest from all groups.

...*global competition* that demands cultural competence to operate in different markets around the world and an inclusive culture that leverages the talents of diverse teams.

...a greater need for the *innovation* that diversity creates.

...the *changing generational values* that motivate younger and older employees to seek more integration between their career and personal life.

...the rapid developments in *technology* that will change how and where we work.

We model the diversity we believe will be the workforce future, with consultants whose life experiences bring a richness to our work and to your needs. We guide and assist, never impose. And we work in a web of alliances with other high-standard companies to deliver a full range of customized services that address diversity, work/life and futurework issues.

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Our Approach...

We have long been concerned that diversity initiatives have not lived up to their promise in many organizations, that they get “stuck,” becoming just another program — a “good thing to do.”

We see diversity and inclusion as a deeply rooted change process...

- ...a changed appreciation of what others offer
- ...a changed way of working together to create innovation
- ...a flexible environment in which the needs of the organization and the workforce are in balance
- ...a changed approach to the marketplace and the surrounding community.

Our approach to diversity begins with a compelling business rationale and strategy, continues through a thorough assessment of where a company is presently and plots a multiyear plan for change. Our experience demonstrates that this is the only approach that makes a real difference.

We have specialists on four continents (North America, Latin America, Europe and Asia) who bring a deep understanding of all the levers of change — leadership; communication and involvement; education and training; and measurement — and offer practical, systemic ways to make diversity an integral part of a company’s culture.

We assess exactly where each client is on the change journey, suggesting actions that are most appropriate for that stage.



What We Offer...

Diversity and Inclusion...

When we talk about diversity, we're referring to the range of differences and similarities among the people in an organization. Diversity initiatives that stop at "valuing" these apparent differences and righting past wrongs never achieve the momentum needed for real culture change. In the 21st century, diversity management is much more about creating an inclusive environment that...

...welcomes the talents of all people with all the differences they bring to work

...creates systems, structures and cultural norms that leverage these differences and eliminate any disadvantages they might have brought in the past

...goes beyond representation and respect to fully integrating everyone into the heart of the enterprise.

Inclusion is an active and dynamic state. It requires reflection, risk, courage and work — personal, professional and organizational. Organizations that make this effort release a higher percentage of employees' discretionary effort, and claim increased productivity and engagement, greater innovation and a reputation as an employer of choice for all groups.

Partnering to Develop Diversity Strategies

- **Diversity Strategy Conclaves...**with executives, diversity directors or the Diversity Council to make the business case and set the diversity change agenda, and to develop strategic diversity initiatives or assess current efforts

Determining the Causes for Lack of Progress

- **Organizational Assessments...**choose from five different types of assessments to identify the important diversity issues for your company: Diversity/Employer of Choice Focus Group Workshops, Diversity Scan Root-Cause Analysis, Diversity Culture Inventory, Diversity Survey, Employer of Choice Survey
- **Diversity People Program Assessments and Alignment...**audits and retrofits of some/all HR programs and systems to ensure fairness, inclusion and fuller utilization by all employees
- **Global Diversity Best Practice Research...**to enable companies to benchmark their progress on their diversity initiatives
- **Diversity Measurements...**blended metrics using scorecards and a diversity index to assess the results of diversity initiatives and plan for the future

- **Diversity Council Training and Facilitation...**a series of sessions and ongoing facilitation to help Councils identify and create successful interventions

Implementing Diversity Strategies

- **Diversity Council Briefing Books...**briefing books with background material and best practice information for Council formation and structure, and Council Subcommittees on Diversity Recruitment, Career Development, Education and Training, Mentoring, Communication, Networks, Supplier Diversity, and Measurement
- **Diversity Network Facilitation...**formation, assessment and/or ongoing facilitation of affinity networks, e.g., women, people of color, etc.
- **Outsourcing Diversity and Providing Interim Diversity Managers/Executives...**taking on the implementation of your diversity programs and/or providing experienced interim diversity professionals to help move your efforts forward

Mainstreaming Diversity

- **Diversity Education and Training...**either standardized or customized for your organization, delivered to small or large groups, either in the classroom or online on over 20 different diversity themes
- **Diversity Learning Rooms...**short one-to two-hour interactive sessions focused on one aspect of diversity: Genderflex; Boom vs. Bust; Voices of Diversity; White Males and Diversity; When Worlds Collide: Cross-Cultural Communication, In and Out of the Closet, FutureFocus, Religion in the Workplace, Values Diversity, and more
- **Diversity Change Agent/Leadership Training...**for executives and managers who want to become champions and models of diversity management
- **Diversity Dialogues...**for executives and managers who want to understand, firsthand, the issues for various affinity groups in their organization
- **Harassment and Discrimination Avoidance Programs...**half-day or online training programs that set the baseline for acceptable behavior
- **Diversity Mentoring Programs...**one-on-one sessions, mentoring circles, global remote discussions and other cutting-edge programs to help employees reach their potential

...and a host of other tools already developed and ready to be customized for use in your company.



FutureWork and Work/Life Flexibility

"Work/life balance" is often discussed but difficult to achieve, so we prefer the term "work/life flexibility." This key component of diversity requires new ways of managing employee contributions to the business, when more is expected and resource trimming has become standard procedure. We believe work/life will move from a way to help the workforce lead balanced lives to a basic strategy to get and keep talent: both men and women. Because our consultants model flexibility in our own lives, we are uniquely able to co-create futurework and flexible environments with our clients.

We believe that in the workscape of the future people will be at the heart of competitive advantage for customers and for employee talent. Unlocking that discretionary effort and engaging employees through inclusion will only be sustained in a workscape that responds to the career diversity preferences of the future workforce. We help our clients create a "myjob-myway" approach to flexibility to respond to changing demographics and employee values.

Developing and Implementing Work/Life Strategies

- **Work/Life Strategy Conclaves...** assessing your current offerings and co-creating your work/life strategy and program offerings in support of your business strategy
- **Work/Life Assessments...** discovering the root issues around work/life conflict and lack of flexibility and offering tested suggestions for change
- **Work/Life Benchmark Studies...** comparing your organization to others like yours or to best practice companies to determine whether your programs are "baseline," "trend" or "leading edge"

FutureWork Research, Training and Innovation Lab Applications

- **FutureWork/Work/Life Manager Training...** understanding the why's and how-to's of managing flexible workers
- **FutureWork/Work/Life Participant Training...** learning to make flexibility a win-win for both the employee and the organization
- **FutureWork Research...** conducting global studies on the makeup and values of futureworkers
- **FutureWork Innovation Labs...** entering a future environment to co-create the future workscape for your organization.



Some of our clients include...

Ameren	Pfizer
American Express	Prudential Financial
AstraZeneca	Rabobank
BASF	Sainsbury's
Blue Cross/Blue Shield of Florida	Schering Plough
	Sears, Roebuck and Co.
	SONY Music
Citibank	TIAA-CREF
Deutsche Bank	Time Warner
Florida Power and Light	Toronto Dominion
Fluor	UBS PaineWebber
Inland Revenue	Union Carbide
Inland Steel	United Nations
JPMorganChase	Verizon
Kraft Foods International	I-800-FLOWERS.COM®
Lloyds TSB	
Long Island Rail Road	
L'Oreal USA	
New York Hospital	
New York State Electric and Gas	
New York Stock Exchange	
Nortel	
Ogilvy & Mather	
PepsiCo	

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Diversity Management as a Change Process

Our research has shown that “best practice” companies approach diversity as a change management process. We use the process below to help our clients create a diversity strategy or assess their current efforts by defining “what” has to change, identifying “how” the change will take place and understanding “when” each stage in the change process occurs.



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In working with our clients, we have found that when these actions, drivers and stages are properly aligned and executed, the probability of the diversity effort taking firm root in the culture increases.



Client comments from our recent “branding” research

Assessment and training processes that make a difference

- “You have moved me more in five months with your diversity organizational assessment and training than anyone has in the last five years.”
- “The Learning Rooms were fabulous! I was so sorry I couldn’t attend all of them. I wish my wife could have been at ‘Genderflex.’ You left us wanting more.”
- “I had no idea there were four worlds in our organization. I thought everyone saw the company the same way I do. What an eye-opening discussion!”

A world-class consulting practice producing high quality, innovative work

- “Top-notch practice connects with the high levels — all the C-players.”
- “True consulting: able to present different points of view and how issues might be interpreted differently by different constituents within the organization.”
- “The ability to pull research together into a coherent and useful format.”
- “Strong intellectual capital and innovation; you always deliver new stuff.”

Subject matter experts responsive to client needs

- “Speedy responsiveness to requests for information/services or crisis situations.”
- “Extensive research capabilities.”
- “Pleasant to work with; friendly.”

Dedicated to diversity and its benefits

- “Dedicated to the ‘cause’ of diversity.”
- “You get people thinking beyond where they are.”

Strong training and facilitation skills

- “A really competent consultancy providing a high level of training.”
- “Talented diversity education professionals with strong facilitation skills.”
- “Extensive diversity education/consulting experience/knowledge.”

Big-picture thinkers, strategic and innovative

- “Your competitors don’t have the innovation and intellectual capital that you do.”
- “Better at big-picture or strategic thinking than competitors.”
- “More established reputation than the competition.”

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Visit our website at futureworkinstitute.com for more information about our innovative approaches.

A Women-Owned Business Enterprise With Consultants on Four Continents



The FutureWork Institute
A strategic alliance with Towers Perrin