

# In House with you

## Flexible working practicalities for in-house legal teams

### The landscape

Flexible working has become much more normalised post-pandemic both in formal and informal ways.

Flexible working supports diversity, equity and inclusion, helping people with diverse personal circumstances and supporting mental health.<sup>1</sup>

From an employer perspective, it can help with productivity, recruitment and retention.<sup>2</sup>

But for all the benefits, there are challenges too.

How can you make it work in your team?

### Top tips from our team

#### Trust or prove?

For some people, the instinct will be to let a member of the team try a new way of flexible working and to assess the arrangement regularly. For other people, the instinct will be to ask a member of the team to earn the right to work flexibly first. Decide which approach is right for you – and apply it consistently across your team.



#### Work out the deliverables

The maxim is, if someone is delivering all that is being asked of them, it doesn't matter when, where or how they work. In private practice, we can check whether someone is delivering by looking at billable hours. In-house, this isn't possible. Given this, you need to know how you will measure your team's deliverables.



<sup>1</sup> Acas: How flexible working can benefit your team and your business

<sup>2</sup> Business in the Community: Boost to business from flexible working worth up to 20% of annual payroll cost, analysis finds

## Lead by example

Navigating the flexible workplace is a minefield. However, as a leader, you have to lead by example. If you want people to be in the office, you have to be in the office yourself. If you don't want people to work after hours, don't email them after hours. If you want to develop the next generation, you need a cross-section of people in the office because your junior team members need senior team members to learn from.



## A case in point

One team member works a 4.5 day working week. On their half day they collect their child from school. The arrangement boosts the team member's job satisfaction levels and makes them a better employee.

If a team member needs to be at home for an engineer's visit, for example, they work from home rather than taking time off. They only lose an hour out of their day while the engineer is on-site rather than an entire morning or afternoon.

## Food for thought



There are increasing concerns that people who aren't in the office regularly may be held back in their careers.<sup>3</sup> They aren't able to build the necessary relationships and are being overlooked for promotion and interesting opportunities because they're not visible enough. How can you mitigate this for the homeworkers in your team?

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<sup>3</sup> KPMG: KPMG 2023 CEO Outlook



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