



Rupert & COMPANY

Guides to a changing workplace

FlexBulletin #31: Unique Flex Collaborators

March 31, 2010

[In our first FlexBulletins of the New Year, we have emphasized the importance of leadership and innovation in the flexibility challenges ahead. We believe that our firm has provided both thought leadership and practical counsel to the field and to our many clients. To better meet new challenges, we welcome outstanding new talent. So in this Bulletin we break with two traditions of the first 30 editions. First, we go "behind the curtain" to introduce you to our impressive new Rupert & Company colleague, Stacey Gibson. Second, we suspend our text-only format long enough to include photos of our new colleague and of me. Let's start with the story of our two principals and their unique collaboration.]



Stacey Gibson



Paul Rupert

Stacey Gibson: An impressive career before the second act

Stacey has just concluded a 36-year career as a distinguished HR professional with Bristol-Myers Squibb. She was well-known and greatly respected by internal and external colleagues. Many of you may know her as a generous resource, an informative presenter and a shrewd architect of organizational change. Among her impressive accomplishments:

- > As a strong foundation of all she did, Stacey played a leading role in employee relations and formulating a broad range of HR policy over many years
- > Since 1990, as Senior Director, Work/Life and Diversity Programs, she presided over the building of an impressive array of cutting edge programs and a total of five extraordinary corporate child development centers
- > She also brought her laser-like focus to the issue of work-life balance, bringing innovation to a wide variety of child and elder care programs

- > She took the long-term lead in developing a highly innovative, business-oriented and effective flexibility initiative, which we describe in detail below
- > Her peers acknowledged her leadership with the Families and Work Institute Legacy Award and Ted Childs Work/Life Award

Paul Rupert: *Joining a unique collaboration to break new ground in flexibility*

As many of you know, I have been involved in research, consulting, training and writing on the many dimensions of flexibility for 38 years. From Flextime to Phased and Partial Retirement projects, from false starts to impressive campaigns, I always knew that partnerships with savvy clients were crucial to success. And I have been fortunate in enjoying many strong client relationships.

Beginning a long-term project at Bristol with Stacey in 2000 was an introduction to a unique internally/externally-driven change process. We brought to our design and implementation work what was then three decades worth of knowledge of our respective domains. We deeply respected each other's contributions, and shared the following views:

- > Leadership needed to be engaged, kept informed and shown next steps
- > A consistent, determined business-beneficial approach must inform the initiative
- > Research and demographics should drive the design from menus to training
- > Business units offer diverse opportunities for key outcomes and require different support

The elements that we pioneered are more prevalent today, but not yet universal. For much of the decade Stacey and I collaborated to make a robust change in culture that built high levels of employee and manager satisfaction. Continued study of the businesses and focus on their potential enabled such innovative operational applications as job sharing in Field Sales, which led to high levels of productivity and employee retention. Our inside/outside insights fueled success.

Stacey & Paul: *Collaborating with each other and clients to advance flexibility*

Stacey took full retirement from Bristol-Myers Squibb in late 2009. A young and energetic retiree, she began looking for an opportunity to harness her considerable knowledge of and commitment to work-life, diversity and flexible workplaces. At the same time her personal and volunteer commitments made flexibility an essential feature in scheduling her prospective workweek.

I was focused on the emerging flexibility challenges that face the field and us as consultants:

- > Strengthening our facility for engaging and persuading senior leaderships of flex's value
- > Helping companies revamp, retool and reenergize stalled programs
- > Designing and executing comprehensive global flexibility initiatives
- > Guiding clients to fair and productive Phased and Partial Retirement programs

When I first heard Stacey was retiring, I saw a natural fit. We had lunch, saw the possibilities and reached an easy, flexible agreement very quickly. We have already begun work on several flexibility and Phased and Partial Retirement projects and the collaborations all the way around have been very fruitful. The ability to work together, to integrate her great organizational knowledge and my insights drawn from work with dozens of companies, is an exciting opportunity. We hope to do our part in making this next period The Flex Decade.

I have spoken to many colleagues about Stacey's decision to join our firm. They shared my excitement about this very happy event. I trust that those of you who know Stacey will share the appreciation of others, and that the rest

of you will have the opportunity to work with her or us in the future. If you wish to communicate with either of us directly, our email addresses are below.

Best regards,
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