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Road Map to Flexible Work

A WORKBOOK TO HELP
WOMEN PURSUE THEIR
CAREER AND LIFE
AMBITIONS



the
propeller
experience

by tellent

Testimonials

“Opting for a flexible work scenario was the best decision I made. It was a big risk for me with a lot at stake and it was tough. I know how you feel right now and it is my mission to help you.”

- **Jennifer Hargreaves, tellent**

“So many women wait around and whine about their work arrangements, but they haven’t even asked yet. This workbook is an empowerment tool. It gets us out of our complaint mode and into empowered action.”

- **Mary Legakis Engel, The Management Coach**

“In a knowledge economy with technology that constantly makes connecting and collaborating easier, fighting to define an arbitrary line between work-life and personal-life is a fool’s game. Organizations who truly value their talent are adopting flexible work policies to support their employees seeking work-life integration. They know that when and where work gets done is far less important than the quality of work.”

- **Robyn Bews, WorkShift Canada**

“As individuals, as women, if we decided that we need to manage our lives in a different way, it doesn’t mean we can’t contribute. This workbook will help women navigate the process of defining what success looks like, as an individual, and provides clear steps for building a case for flexible work – it will get you started on your path to success.”

- **Kirstine Stewart, Head of the Future of Media at World Economic Forum**

Dear Reader,

We hope this workbook will be a wise and practical tool that will help put you on the path to satisfying flexible work.

Since tellent was founded in 2016, we have had countless conversations with talented and ambitious women looking for flexible work that fits into their lives and satisfies their career goals. Many are ready to change their work lives to introduce more flexibility, but are not sure where to start.

The women we have spoken to that have flexible work situations have done the work to get there. They have approached their employers, initiated the discussion, worked with and through challenges, and proven their worth.

Good news: this workbook was created for you!

Our goal with this workbook is to guide you through the process of defining what it is that you want in terms of flexibility, and then equipping you with tools, statistics and negotiating tips to get it.

We want this workbook to support your success, however you define it. So please contact us with any questions you might have or comments about its contents.

We wish you much success on your journey and hope you will share your experience with us.

Kind regards,

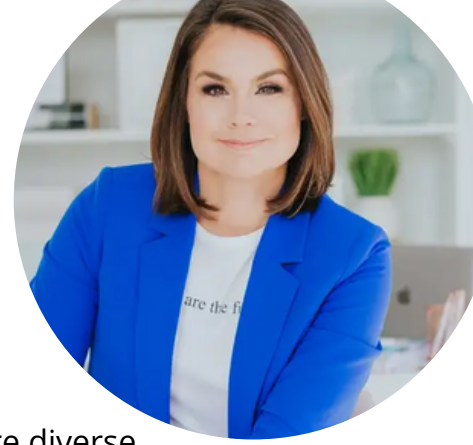
Jennifer Hargreaves, Founder of tellent and
Allison Lockett, Author of the Flexible Work Roadmap

JENNIFER HARGREAVES

Founder and CEO, tellent & The Propeller Experience

Jennifer Hargreaves is an entrepreneur and problem solver, transforming the way that work, works for women to create more diverse, inclusive and equal opportunities.

As the CEO and Founder of tellent, Jennifer is supporting the rise and empowerment of women in the workforce. tellent helps professional women find and build flexible work opportunities and leverages trends evolving in workforce and economic transformation to offer unique solutions to employers.



ALLISON LOCKETT

Recruitment Consultant & Coach

Allison Lockett supports corporate and small business clients in sourcing great talent and rewarding them strategically.

Allison is also the founder of Allison Lockett Services, specializing in professional coaching, career development programs, and building workplaces that support people and their potential.

Allison holds an HBA from the Richard Ivey School of Business at Western University and an MBA from Queen's University, and has extensive training in professional coaching, communication, yoga and creative arts.

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we are
tellent

tellent's mission is to accelerate women's progress in the workplace and increase opportunity equity. We are a diversity recruitment and social impact organization.

We believe that collaboration, innovation and collective action is required to create lasting and impactful change in our society and in our economy. Diversity of thought and full access to all talent will be required to stay innovative and relevant in the future of work.

We support women of all race, colour and religion including cis-women, transgender, non-binary people and those who are otherwise marginalized.

The most supportive program for your career is here.

MINDSET

Get clear on what you want by upleveling your mind and belief system.

WEEKS
1-4

SKILL SET

Rapidly develop skills sought after by top employers and to thrive in this new economy.

WEEK
5+

NETWORK

Be supported and stay accountable to your career goals with 6 months in our talent ecosystem.

MONTHS
6

Get the clarity, confidence and community you need to build or find work that's worthy of you.

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Road Map to Flexible Work

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Published by tellent Services Incorporated

Toronto, Canada

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How to use this tool

This is an important time in your life and you are making decisions that will affect your personal development, your career and your family. Below are some tips for getting the most out of this workbook.

Give it time and space

Make some space to go through the workbook and take time to do it thoughtfully. On any given day, you may be influenced by things happening that day. Therefore we suggest you do the workbook and then go back and reflect on your answers in a few days or weeks to confirm or modify your answers as needed.

Get support

You can do the workbook with a friend or group of friends. If you have a partner, involve them and any other close family members who will be affected by these decisions. The way you structure your work life will impact others around (care arrangements, finances, well being). Contact us at info@wearetellent.com if you'd like to go through the workbook with a coach, a group of tellent members or our flexibility advocate Allison Lockett. We want to ensure you extract the most value from this tool in a way that suits your work style.

Take action

This workbook is designed to help you clarify what you want and create a road map to get it. It asks you to reflect on your values, goals and commitments, and your work. After all the reflection and planning, you need to execute your plan. We have included a template to get you started in proposing flexible work to a current or potential employer.

Set yourself up for success

When you have drafted your proposal, review it with your partner, a colleague or a friend. Know your case and believe in it. This preparation can help to unearth questions and can help you prepare responses for possible objections.

PART 1

Define your needs & wants.



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Define success for YOU

Defining success is an important first step because it gives us something to shoot for. We all carry views imprinted on us by others about what success means. Parents, family members, mentors, teachers, peers past and present, media and society all have opinions, but the only one that matters is yours. What do *you* want?

Your definition of success is a reflection of your values, and every person's values are different. Take some time to reflect on what it is that you really want. Take some time over the course of the week to think about the following:

1. What do you want to do for work? How do you define success in your career?

- a) In the next 3-5 years:
- b) In the next 10+ years:

2. What do you want your life to look like? How do you define success outside your career (e.g., as a parent, a daughter, an artist, an athlete, a traveler of the world etc.)

- a) In the next 5 years:
- b) In the next 10+ years:

3. What would you consider an ideal balance of work and non-work (be specific)?

- a) In the next 3-5 years:
- b) Ultimately (10+ years):

4. What will bring you pride and satisfaction when you look back at your life?

- a) In the next 3-5 years:
- b) Ultimately (10+ years):

Case study: Jacqueline was taking some time off from work due to preexisting health conditions when she got pregnant. Having a flexible employer who understood her unique health challenges and parenting choices was critical for her in pursuing her career ambitions. Read more about how Jacqueline found and negotiated flexible work. <https://wearetellent.com/success-story-health-kids-and-flexible-work/>

Clarify your needs...

to ensure you can meet your obligations

Working a full time job flexibly should not mean getting paid less. However, if your goal is to reduce your working hours, then you may be paid less. Remember how you defined success above and be honest with yourself about your own values and priorities.

Take some time to think about the following and jot down your thoughts and ideas:

5. Based on your desired number of work hours, will you likely have to take a pay cut? What will your net take home pay be? What are some alternative options?

You can estimate the reduction in salary based on the reduction in work. E.g. a four day work week would be a 20% reduction in pay.

6. Estimate your weekly, monthly and annual expenses.

Look at your discretionary expenses and consider ways to cut back (E.g. a lighter cable or phone package, eating out less, buying fewer new clothes and toys). Remember that by cutting back on working hours you may also save money in childcare, transportation and eating out. If you have a partner, look at your combined financial picture.

7. Under your desired schedule, will your household be able to cover expenses?

8. What are some of your major financial goals (e.g., consider retirement, home ownership, hobbies, travel, children's post-secondary education, charitable gifts, legacy, etc.)?

a) In the next 3-5 years:

b) In the next 10+ years:

9. How will working reduced hours impact these goals in the short, medium and long term?

A financial consultant at your bank can work through this process with you.

10. Are there other potential barriers?

For example, if you're a parent, is part-time child-care available? What other constraints do you need to take into account?

11. Think outside the box. If you take a pay reduction in your primary employment, are there other ways to supplement your income?

Many women have multiple sources of income these days. Talk to your friends or peers and see what they are doing.

Clarify your wants...
to ensure you build the best life for you

12. How do you want to work?

What's the best schedule for you to do the work you need to do, get paid what you need to get paid, and spend the time you want to spend outside of work?

Examples are infinite, but you might consider working part-time, job-sharing, remote working, compressed work-week. You might simply want flexibility to work from home when you need or want to. Get creative and have fun with this! Would you like to work in a co-working space or have productivity measured in results over hours worked?

13. How long do you foresee wanting said schedule?

E.g., Indefinitely? Two years? Five years? While there is a pandemic on? This might help your negotiation!

14. What are your short and long term career goals?

Go back to your answer for #1 above. Can you get more specific? (E.g., If career success in the next 3-5 years is to deepen your leadership skills, does that mean changing roles or staying in your current one? Does it mean taking more training or getting involved with a specific type of project or team?

- a) In the next 3-5 years:
- b) In the next 10+ years:
- c) Will these career goals be achievable based on your desired flexibility outcome and / or with your current employer?

Congratulations! Now you have an aiming point. When you have clarity around what you want in your career and your life, when you know how you want to work, where you want to work and who you want to surround yourself with, it is much easier to figure out the "how" in getting it all!

Let's bring it all together:

My goal is to work like this... [this many days for these hours at this location]

My goal is to [work this way for this amount of time] in service of [this short term career goal] and ultimately [this long term career goal].

Doing this will allow me to earn [this amount of money] or contribute to my and my household's finances [in this way].

Doing this will allow me to have [this type of flexibility in my life]

Your Whiteboard



PART 2

Build
your case
for
flexible
work.



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What you have to offer

The better your manager understands your value, the more likely you will get what you want in terms of flexible work. So, if you've had the opportunity to work for this manager in the past and really prove yourself, you are a step ahead. If you and your manager are less experienced working together, or you are starting work for a new manager, you need to work harder to build your case. This workbook is about identifying the risk to employers and mitigating that risk by outlining solutions and strategies for making it work. We want to make it as easy as possible for them to say yes and as hard as possible to say no.

As you continue through this next stage think to yourself: What objections could my manager raise? For each, work through a response or solution in your head or on paper.

Go in prepared. We will provide you with some replies to common concerns at the end of the workbook which you can adapt to your circumstance.

Finally - always remember to "flip the why"! Reposition your argument so that you're not talking about why it is great for *you* to work this way, but why it is great for your employer and manager that you to work this way!

Let's get started...

1. What are you great at?

This exercise will build confidence and fortify your mindset when entering into negotiations. If you are struggling with your answers, ask others who have worked with you or managed you in the past.

- a) Review your professional accomplishments, with your current organization and throughout your career. List 5-10 highlights.
- b) What are you great at? What is your track record? (E.g., I lead teams through complex technical challenges, I build employee communications that connect people to the brands they work on).

2. What makes you least replaceable?

a) What about your experience, skills and character are particularly difficult to replace?

For example, you have fifteen years of experience with a legacy system that is going to be replaced and you are (or are offering to be) on the steering committee for the transition.

Another example: Are you uniquely positioned as an industry expert, or, do you bring a rare out-of-the-box perspective based on your experience across multiple industries?

3. What is your work style?

Awareness of how and where you are most productive can not only strengthen your proposal but can help you determine your ideal flexible work arrangement. You can also use the results to recognize weaknesses early on and propose success strategies to alleviate any potential concerns from your employer.

4. How have you demonstrated your ability to work flexibly?

Think about times when your work has already required you to work flexibly/ remotely/ at different times and you have successfully done it (hello COVID!). This may prove helpful in the negotiation, when you can use these examples to prove why your proposal is not a risk to your manager.

Examples could include if you had an injury and kept up with projects from home (with higher productivity, for example). Or perhaps before maternity leave you worked periodically from home and team found you easier to get a hold of.

5. How is your specific job suited to the flexibility you want?

a) How does the role you'll be doing align to what you want, your value and your work style. This work arrangement is a great fit because...

Examples could be that you deal with sensitive information and can do that better in your home office than in an open work environment. Or perhaps your clients are best reachable in the evenings which is when you're going to be working based on your proposed schedule.

What if it doesn't fit?: If you teach in a classroom or work in healthcare, it could be an up-hill-battle. Many jobs today, especially post COVID can be done any time from anywhere, but not all. If your work doesn't align to the arrangement you want, are there alternative solutions and alternative employers. There is never just one path to success my friend!

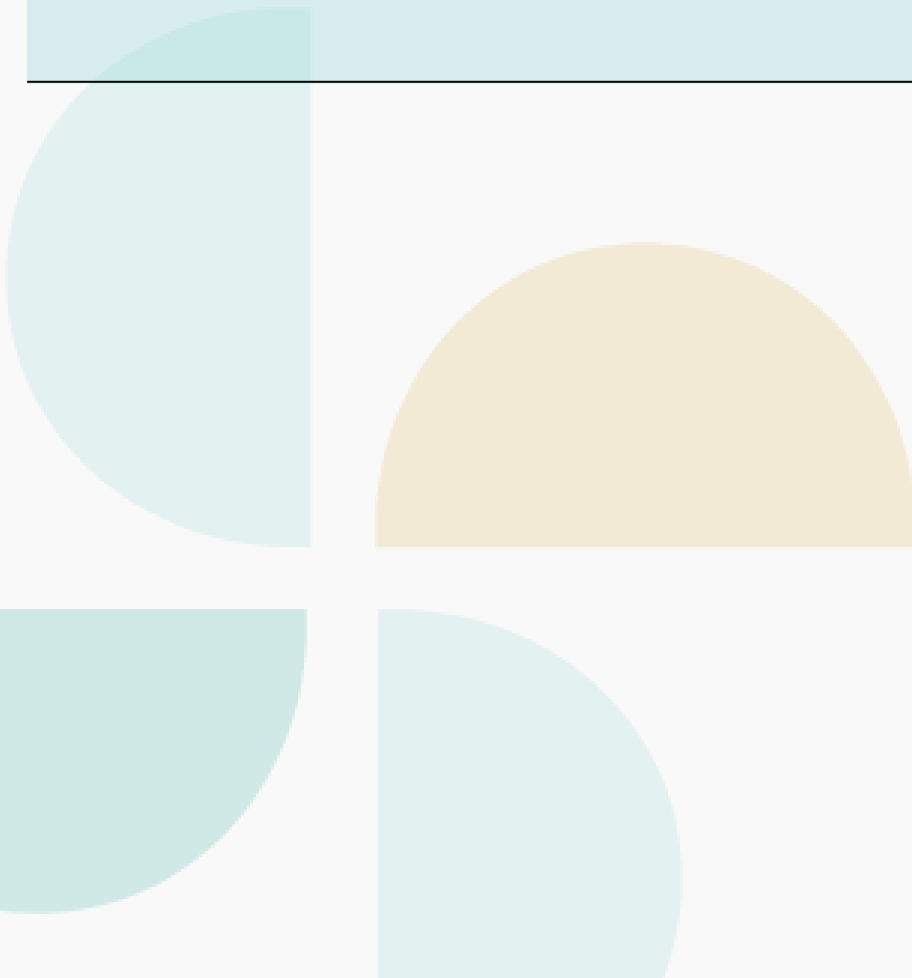
Case study: Nancy Ewings wanted more flexibility at work but recognized that her client facing role would be a difficult fit with her flexible schedule. So, she moved to head office while working flex. In the process she got a new perspective, a deeper understanding of the business, and continued her career progression with her company. Learn more [here](#).

Let's bring it all together:

My professional track record is all about [your special skill / contributions].

My work style or personality is best suited to and most productive in [this work arrangement, i.e., working at this time and in this type of environment].

This fits the job I'm doing because [...].



The case for your organization

Here we will align your ask to your organization's culture, precedents (if applicable), and aspirations. This is a key factor for most managers.

6. Where is flexible work already happening?

a) Look at the people you know to find examples of where flexible work is happening and how.

Who is doing the type of arrangement you want (or one similar)? Who can you speak with directly about flexible arrangements relevant to your situation?

Colleagues with flexible arrangements may have advice about your specific organization culture, how leadership handles these requests, etc.

b) Start with your workplace. If there aren't any good examples there, look at your industry.

7. What is your organization's position on flexibility?

Find out where your organization stands on the topics below.

- Attracting, retaining, promoting women
- Being a family friendly workplace
- Diversity and inclusion
- Work / life balance
- Flexible work policies
- Face time/ work hours/ culture

If your organization has communicated a view publicly, e.g., on their website, or privately in their employee handbook, then assume they want to walk their talk. If it's written down somewhere, then someone is accountable, and that person wants to make it work. If you find written evidence of a policy or openness to the arrangement you want on the organization's intranet, employee manual, etc., you may want to excerpt that language to include in your proposal, or hold on to it for addressing pushback. Your manager may or may not have encountered such a request and may or may not be aware of the organization's stance.

If your organization stayed silent on these issues, that's ok. Particularly for a small organization they might not spend time writing down their position and goals on these topics. What does the workforce look like? If there is no evidence of flexibility now, look at the junior ranks. Are there a lot of strong performers up who don't have families yet but may in the future? Don't assume you know where the leadership stands or that it has addressed and is united on these issues.

8. Make it a win-win-win (for you, your manager, your organization)

a) In your research did you find a team or organizational goal that can be achieved by you working flexibly? It might be retaining women in leadership. It might be more specific, like offering to be a test case for working remotely, which could lead to an agile workforce which saves organizations millions of dollars every year.

b) If your organization has engagement data and you can access the results (many large ones make this available to employees), there may be a clue there for the need to better accommodate flexibility. You are offering a solution and to be a test case.

c) Flip the why! List out all of the reasons why you want flexible work and then flip it around so that it makes sense for your employer. How will it benefit them? This is a collaborative process – you're going to be working with them for a long time so it has to work for both of you.

Bias and discrimination in the workforce. The law protects you from being discriminated against for asking about flexible work. However, sometimes reality is different.

Some women experience subtle discrimination at work, whether they have asked for flexible work or not. And asking for flexible work can in some (unfortunate) cases lead others to view a person differently, e.g., less committed, less “serious”.

In its worst form, this could lead to downgrading the profile of the projects you are working on, shifting work away from you, or excluding you from meetings or decisions. This is not ok.

I want to offer you two tips for in navigating bias and discrimination in the workforce.

Tip 1: Remember that wanting flexibility **does not change your experience, skills, potential or value in any way**. If you need to, have that conversation with your Manager.

Tip 2: If you're looking for work, prioritize culture in your job search. Look for workplaces that have a **culture** of flexible work (vs an accommodation), where everybody is work how, where and when they are most productive.

Let's bring it all together:

Flexible work arrangements (specifically the one I want) work in companies like ours in this way [examples..]

Flexible work arrangements are good for companies like ours because [...attracting... retaining... promoting... diversity... inclusion.... leadership]

Now is the time to take this step because [urgency.. why you and your boss / team / group / etc. are the ones to do this].

These are all of the reasons why this arrangement is good for my manager and employer.

Your Whiteboard



PART 3

Make it happen.



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Preparing your proposal

1. Know your audience

a) Your manager or supervisor

- What response are you expecting?
- If you have experience with your manager, what is their preferred format (written / verbal), timing (more open in the morning?) and formality (formal / informal)?
- If you don't have experience with your manager, see what you can find out by speaking with others whom you trust.
- Consider whether your manager would prefer to see a single proposal to respond to or a set of potential arrangements to discuss and choose between. This will be different for different people.

b) Who else will need to approve this decision and how can you prepare for that?

c) Who else will have influence over this decision?

- Consider accountability, trust, influence, shared values, etc. For example, your manager may have a habit of running things by a colleague or mentor of hers. If you have a relationship with that person too and you think they might advocate on your behalf, you could let them know about your request as well.

2. What exactly do you need to include?

The more radical the change from the status quo, the more details you will need to provide on how your proposal for flexibility will actually work. This part of the proposal will be individualized, but you need to think about the impact of your new schedule on your manager, colleagues (above, below, peers, etc.), clients and other stakeholders. Try to see this through the eyes of others in your team, work group or department. Here are some examples:

a) For times when you are currently at work, and you will no longer be there, who will cover your responsibilities that require physical presence?

b) Will you delegate to an underutilized member of your team, or a person/role with room for a developmental opportunity, or another team that makes more sense anyways?

c) What happens if things get complicated when you're off? Will you be reachable? Be careful with this. It might seem reasonable, but guard against doing the same work for less pay. This is something to monitor as you get started in your new arrangement, and provide updates on throughout the trial period.

d) How much of your work is time sensitive and how can you manage that? Are there aspects that are non time sensitive that you can better work around?

e) What technologies and tools will allow you to be accessible in real time, and mimic working together even though apart? (eg, Slack, Zoom, Google Hangouts, etc.)

3. Modify the proposal template

a) Use the attached template to write your proposal. Modify the voice as needed, keeping in mind who will see it.

4. Review your proposal and practice for your meeting (including handling concerns and objections)

a) Go over your proposal with your partner, a colleague or a friend. Know your case and believe in it. This process can help to unearth any obvious questions and can help you prepare responses for possible objections.

b) Prepare how you will explain your proposal. Review the section below on concerns and objections and where possible prepare responses tailored to your manager / organization. Role playing how you will answer each objection ahead of time can be very helpful. Think of your proposal as having a first impression – you have one chance to position it positively from the start.

5. Book your meeting and present your proposal

a) You can send the proposal ahead of time or you can walk it into a meeting with your manager. Consider what will go over best with your manager. You may have more control over managing the response and providing context if you walk it in, together with your own copy, and give an overview / walk through.

b) By presenting your proposal as a collaboration with your manager, you maintain your position as part of the decision process. You don't want to stand by silently and wait for your manager to come to a decision. You want to be present to talk through concerns and issues together.

c) A low risk approach is to share your proposal first with your manager as a draft for feedback and discussion. Then you can adjust it as needed, addressing any concerns, before it is sent on to the next in the chain of command.

Responding to concerns and questions

If your manager has concerns, have her outline them to you as specifically as possible. You may be able to work through the issues on the spot. Some objections may simply be gut reactions, for example, what if everyone else wants to do it?

Ask "how" and "what" questions. E.g. What can we do to make this proposal work? What are some of the things we can remove to make it more practical. What do you need to see to be more comfortable with the arrangement? If we can't do this right now, then when?

If concerns require more thought and collaboration, offer to take her feedback away and modify your proposal to address the perceived risks. It is important to know your fall-back position. If your manager rejects your starting point, can you at least improve the status quo? Before going into the conversation, consider what you're willing to settle for.

Below are some common issues that employers raise and ideas for responding. With your knowledge of your organization, you may come up with stronger and more specific responses. Do this ahead of time. Better yet, do this ahead of time with a trusted colleague or friend who knows your manager and/or organization culture.

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Concern: Setting a precedent. If I do this for you, others will want it too.

Response: Work arrangements are personal. Not everyone is going to want the flexible work situation that I want (particularly with a reduced schedule, not everyone can afford it). Let's try it and if there is an increased demand that is directly impacting the team's ability to operate, we can re-evaluate.

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Concern: We don't do this. Not our policy.

Response: There are proven benefits of working on a flexible schedule for employers and employees. This is a great opportunity to develop a policy and trial it. By doing a trial we can identify what works well and what doesn't so that we can build an effective policy. Once we've established the right policy, it could increase the organization's ability to attract and engage productive employees. If the door is closed, ask questions: can you see any benefits to changing the policy? What are the barriers to modernizing the policy?

Tips: Look to who else in the industry is doing it – competitors are doing it and it has improved productivity, etc.

Concern: This challenges our culture (it's too out there). For example, some companies resist flexible working options on the basis of innovation, culture, communication, etc.

Response: What are we concerned about specifically? Take that away and come up with a detailed response on how you are going to address that issue. Cite an organization in your industry that does it successfully. Present as an opportunity to challenge the status quo in a safe and risk averse environment, with proven talent and on a trial basis.

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Concern: How is all the work going to get done?

Response: The work will get done with the same or better quality and efficiency that it gets done now. I have worked hard to build my track record and am only interested in building on it. A flexible work arrangement actually lets the manager off the hook on monitoring the day to day, and allows them to focus on the end result. Together we will set goals and I will meet them. This is a trial period with plenty of check ins and room for working together to identify what's working, what's not, and how to course-correct as needed.

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Concern: How will you focus with all the distractions at home? (E.g., will you be doing childcare or what?)

Response: I have supports in place to manage distractions (e.g., childcare, eldercare, etc.). I am expecting a more tranquil environment at home with fewer distractions. I have demonstrated that I am very organized and disciplined with my time (per example, e.g., working in an open office environment, etc.).

Many workers who move to flex arrangements are more productive and focused than they were before, and ultimately regret not making the change sooner.

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Concern: What about the burden on the rest of us?

Response: If it's just telework, there should be no impact. I will be just as engaged, connected, etc. If it is a reduced work schedule, what burdens are you concerned about? (take the list and come back with a plan for addressing each one). To the extent that the team will necessarily be affected, e.g., duties previously done by me will be shared among others, we will discuss and document everything upfront so that everyone understands their responsibilities. If job descriptions need to change, I will work with the right people to get it done (take on as much of the administrative burden as you can so your manager can simply approve and move on). We can always discuss it with the team and see what they think – this has worked! Suggest shorter review cycles. If I'm not performing, then let's re-evaluate.

Concern: This arrangement doesn't suit your job (you're a manager, you have to be full time, etc.)

Response: My staff is reliable and knows how to reach me. I'll put in place a communication protocol and meetings that allow me to manage effectively when I'm away from the office. I can show you that plan, and if you like it we can test it out. There are times currently when I'm not in the office and we work around it (e.g., on vacation or traveling for meetings, etc.).

Note that for some jobs, certain types of flexibility are particularly challenging (e.g., need to be at desk at certain times for customer service etc.) ... in this case, look at the best options to match the type of work to the schedule you want.

After the meeting

6. What if your manager shuts it down?

a) If you have tried everything above and you are still hitting a stone wall, tell your manager you are serious about making a change and ask if she would be open to discussing it again in a month.

b) If there is an absolute unwillingness to even have the conversation, you need to think about whether this is the right workplace for you.

7. During the trial period

a) Companies often operate in quarters. Your manager may want a shorter trial, e.g., three months, but try to negotiate a six-month trial. This gives enough time to work out the kinks, and lets people settle in. Six months after a change, many people barely remember how they did things before the change.

Remain collaborative, never adversarial or defensive. You and your manager, no matter what your relationship has been or is now, must work as a high functioning team from this moment forward. Do not give your manager any reason for concern by appearing inflexible, unreasonable, etc. As much as you can, try to keep yourselves on the same page, working toward solving a business challenge together.

b) During the trial period expect to check in regularly with status updates. You and your manager should agree on the frequency and content of these status updates. They could be informal or formal, with or without written feedback. For example, on a monthly basis you could share any challenges that are arising that you are working through, as well as wins coming out of your new schedule.

A final word

Remember that change is hard for everyone, particularly in a corporate environment. No one likes to take a risk or stick their neck out when the outcome is unknown. Your job is to make it feel like a safe bet and make it easier for them to say yes. Your manager could be putting their reputation on the line to make this happen for you, so stay collaborative and solutions-focused and keep trying.

You can do this.

At tellent we are always here to support you in your career journey. *You are never alone.* We currently offer a number of options, which you can read about at wearetellent.com.

We also offer our signature digital program, the Propeller Experience, which gives you clarity, confidence and the community you need by providing you with mindset training, rapid skillset development and six months of networking in our private members-only community.

Here's what some of our learners have to share:

"The modules have been fantastic and I really got a lot out of the coaching hour. I haven't felt this hopeful about my career in a long time."

"I am so impressed with these lessons so far! Each one is so powerful. I find that this lesson confirmed what I have long felt, but not often articulated - that I am my biggest enemy and hold myself back from my true potential. I love that these lessons give us concrete tools for how to break down this self-destructive pattern of behaviour."

"if anyone is on the fence about this program, they should definitely "jump" to the other side! Such an incredible program."

We encourage you to join us or learn more by visiting propellerexperience.com, today!