

# Flexi-Working For The Top Performers

Zillow, SoFi and LinkedIn have been in the forefront by permitting high performing employees to take as many days off as they want. Does it justify towards the creation of a better work culture?

BY AJAY KUMAR

Granting a flexi work schedule which includes additional holidays beyond an employee's normal quota or company policy is another way of ensuring that top-performers have a proper work-life balance.

One of the most important aspects to incentivize top-performers is ensuring they have a proper work and life balance. At Keys Hotels; we feel that permitting high-performing employees to have flexi work schedules aims to achieve our motto of "Achievement" and "Enjoyment". The objective is to have an enjoyable work life with career progression.

Studies have revealed that top performers of an organization are nearly 10 times more productive than the average worker, while they often require less than two times the pay. Therefore, the top ten per cent of performing employees will be as productive as the remaining 90 per cent in any organization. Hence it is every organization's prime focus to incentivize top performing employees to remain with the organization thereby reducing the attrition rate.

Normal leave benefits are extended to all employees, but top performers can't be merely offered these benefits alone - It has to be more than this - these top performing employees are special and the triumph of every successful organisation depends on them to improve their bottom-lines. Granting a flexi work schedule which includes additional holidays beyond an employee's normal quota or company policy is another way of ensuring that top-performers have a proper work-life balance.

It is also a well-known fact that happy and satisfied employees ensure improvement of performance and long term commitment to the organisation. Today's corporate life has gone much beyond the ordinary 9 to 5 pm job with people having to be connected constantly with their work devices. Hence when employers show flexibility and offer top-performers more leaves; it encourages employees to go beyond putting in the minimum hours and in fact putting in much more efforts enthusiastically."



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In today's competitive world, working flexibility is a highly valued HR practice and Organizations are now competing on how to make this a differentiator and be unique in the market place.

Innovations like making it mandatory to take certain day's leave in a year, providing for fixed days of working from home flexibility, giving 4-6 months maternity leave etc. are examples of a race to be better than the others and be a unique differentiator in the talent market. Though, some practices can be deemed as progressive thinking, every unique practice needs to be examined carefully to avoid creating a bigger divide amongst other employees in the organization.

Some of these practices are dependent on the manager's ability to implement and ensure that other employees are motivated enough and don't view others success from the point of disparity. In this context, allowing high performing employees to take as many leaves seems innovative, but should be carefully looked into for other implications. The concept of leave is to provide an employee opportunity to address personal concerns and sometimes even self-development like education. It's a social requirement and mandated by law. Linking it to someone's performance shall not be the right approach as it means that employees with "meet expectations" performance rating - which constitutes more than 70% of employee population, needs to have lesser leaves does not indicate to be a best practice. A high performing employee needs to be rewarded and appreciated for his performance and there are multiple opportunities to do so like bonuses, paid holiday, chairman's club etc. Enhancing basic benefits like leave shall not be in the right spirit of the employee benefits policy. Social security benefits like leave, medical and life insurance, retrials etc. need to be broad-based for all employees without any differentiation. The ability of an Organization to provide a rewarding, safe, secure and cohesive working environment is most important to keep employees motivated at all times.

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Arif joined this challenger brand in its early days after working for over two decades in hospitality in India and abroad. He has played a vital role in the successful opening of several properties since then.



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