



Dynamic Working Case Studies

How do you work your life?

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Finding solutions to benefit everyone

Barclays colleagues across the business are now choosing to work dynamically to better work their lives. Discover how it works, why they do it, and what benefits it brings into the business by looking through our case studies:

Type of Dynamic Working



[Read more >](#)

Reason for Dynamic Working



[Read more >](#)

Line Managers



[Read more >](#)

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Career break

Job share

Compressed hours

Flexible hours

Flexible location

Reduced hours

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Career break

Kate Jessop: Taking a break to travel the world and re-focus



Sharon Davies: A career break to gain cultural awareness



Mark Young: Taking a break to provide family support



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Kate Jessop

Taking a break to travel the world

I'd been working for Barclays for 17 years when my husband and I'd discussed the possibility of a career break in order to travel the world.

Planning the journey

The first steps I took in securing this career break were to follow the guidelines provided by HR. The initial step was to agree the career break with my Team Leader and to write a business case, outlining why I was applying for a career break, the operational cover arranged and the benefit to the area that I work as well as myself.

Getting organised well in advance

The guidelines were easy to follow and the support from my Team Leader was fantastic, making the process swift and my application was approved four months in advance of the proposed career break.

Time to focus and reflect

I was able to travel with my husband to Australia, Las Vegas and Hong Kong. I visited some fantastic places and was able to re-energise. It was also a great opportunity for me to reflect on my career with Barclays and whether I saw myself seeking opportunities outside of the Bank. The time enabled me to make the decision that Barclays is great company to work for and I could forge the career I wanted within the organisation.

“ The guidelines were easy to follow and the support from my Team Leader was fantastic. ”

Altering my work pattern to suit myself and the business

As a Director at Radbroke, I'm the most senior person representing Procurement in this office location. I am based in an open office and I like to be in and amongst the team, collaborating and communicating with them, however this means I get a significant number of interruptions throughout the day. Working from elsewhere sometimes enables my productivity to be greater.

It also helps support my wellbeing. Little things make a big difference. I had a foot operation earlier this year which sometimes made getting into the office challenging, however the support I had to work flexibly really helped.

As Line Managers, we have to remember we are operating within an organisation that has responsibilities to the Shareholders, whilst also working to address the needs of the colleagues. Meeting both needs is what will make Barclays a great place to work.

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Sharon Davies

Dynamic Working to get the most out of life

A few years ago I was diagnosed with breast cancer. It was a profound and life-changing experience. I decided to change certain aspects of my life, to become healthier and to challenge myself to make sure I am living life to the full.

A career break to gain cultural awareness

Having studied Spanish for the past year at the time, I decided that in order to gain fluency, as well as cultural awareness, a career break to South America was in order.

Getting ready for a relaxing break

After speaking with my Line Manager, I was approved for a four-month career break so that I could study Spanish, do my yoga teaching training and generally take some time for myself.

Dynamic Working affords colleagues across the bank an opportunity to work in an environment that keeps them happy and productive, plus it allows them to have a life alongside their job. It gave me the flexibility I needed when I was being treated for cancer and now allows me to manage my physical and mental wellbeing by flexing my hours - it reduces stress quite dramatically!

“ It gave me the flexibility I needed when I was being treated for cancer and now allows me to manage my physical and mental wellbeing. ”

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Mark Young

Relocating to be with my daughter

I'm a proud father, who thankfully got a career break to support my daughter at a pivotal time when she was struggling to cope in the environment she was in as she was approaching her GCSE exams. I was in a position financially where I could take a career break and relocate myself during the week to East Sussex so that my daughter could stay with me whilst completing her GCSEs.

Making decisions with help from Barclays

Upon deciding that I needed to provide the support, it was clear that the sooner I could the better and I suggested a six-month career break to my Line Manager. The wheels were set in motion straight away. The business understood my need given the circumstances and fully supported me. This allowed me to leave in line with the minimum four-week notice.

Dynamic Working to be there for my family

Taking the time out allowed me to provide the necessary practical and emotional support and be there for her at all times, rather than trying to juggle that and a demanding job at the same time. My daughter was relieved to have passed all her exams and was in a position to return to her mother's house to follow through with her further education.

“ The business understood my need given the circumstances and fully supported me. ”

Whenever I mention this experience to my friends and family, they are extremely impressed that a company can provide such dynamic support, allowing me to take the leave and return to the role I vacated. They were really flexible and even allowed me to come back into the business earlier than expected when the situation changed. This made me feel valued and has definitely created a feeling of loyalty.

I've now been working as a Product Manager in Sales for around 20 months and I have the opportunity to work from home 2-3 times per week. Most of my current team work in the office most days but they live a lot closer. They are aware of the nature of my role and understand my situation so I haven't had any issues or questions as to why I work the way I do. It makes me more productive and my work/life balance is great.

My advice for Line Managers is to focus on trying to understand different people's needs and circumstances whilst thinking about what works for them and the team overall.

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Michael Stevens: Job sharing for family time and to get fit



Cheryl Aslett: Working together to sort out childcare



Helen Vieira: New mums working to fill a job vacancy



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Michael Stevens

Dynamic Working to cover longer hours

In 2003 the Bank started Dynamic Working in the Southampton area. At the time, I was the Ringwood Branch Manager. I was asked to move to Southampton and to job share with another branch manager as the Branch was moving to opening at 8:00 in the morning and closing at 20:00 at night. This meant that I could work a three-day week then work every other Saturday.

Spending quality time with my family

This worked very well as my co-manager Anthony is a Southampton FC supporter so when he went to a home game I would cover the Saturday. The working pattern also meant that I could spend quality time with my daughter (who was three at the time). I took her swimming on Fridays and we'd also go to the park, the New Forest or the beach. We always took a football with us too, something that would eventually change my life for the better.

“ A doctor told me that that by losing the weight I had probably added 20 years back onto my life... Had it not been for Barclays allowing me to spend time with my daughter to play football I may not have changed my lifestyle. ”

Dynamic Working has added years back onto my life

Some time ago, I weighed nearly 20 stone and joined Slimming World (with my wife for support). Together we changed our diets, meaning that I began to eat more fruit and drink more water. In two years, I lost eight stone and was featured on page three of my local Echo newspaper alongside my daughter with both of us wearing one of my old football shirts. One of my customers at the time who happened to be a doctor told me that that by losing the weight I had probably added 20 years back onto my life. Had it not been for Barclays allowing me to spend time with my daughter to play football I may not have changed my lifestyle, which lead to ultimately healthier living.

Working dynamically to suit myself and the customer

I am now a Premier Relationship Manager and branch-based but I work more flexibly than before. Seeing customers in their own space and comforts - in their home, during the evening or at events for example - allows me the opportunity to have quality time with them, so that I fully understand their needs and goals. In many cases, had I not left the branch, I would have lost the opportunity.

By making the process efficient for customers, they give us more. For example, a customer needed to organise an Executive Account. Being able to go and meet him outside the office and work outside of core hours meant the turnaround was extremely quick. He sent me a thank you and we were able to catch up over the Bournemouth and Man City match - he was really impressed as he met a player!

[Next case study >](#)

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Cheryl Aslett

Dynamic Working for working parents

I have been working dynamically over the last 12 years, including working in different locations in London and working as part of a job share. Thanks to the support from Barclays, I previously had a job share arrangement with my colleague Karen.

We were both working mums with seven children between us. Dynamic Working allowed us to change our working arrangements depending on which branch we had been in. For example, at one point I worked 25 hours per week across four days and my colleague worked 28 hours per week across four days. Thanks to the support of our Line Managers we always found a working pattern that suited us and allowed us to remain close to the business.

Making sure that colleagues have the right work/life balance

Karen and I are advocates of Dynamic Working and welcomed three members of staff back from maternity leave when we worked together. I understood that their circumstances had changed since becoming parents by remaining in contact with them during their maternity leave. Upon returning, all three worked key-time hours across five days a week, including Saturdays, and it was great to see that they had the right home/work life balance for each of them.

Supporting the changing needs of your personal and professional life

Now my children are getting older, I'm looking to increase my hours to 35 (full-time) per week. I currently work 29.75 hours per week around school runs as follows: Monday, Weds, and Friday 09:30 - 15:00 and Tuesday, Thursday and every other Saturday 09:30 - 16:00. I still pick up calls and emails once I leave the branch and respond to anything urgent so my team know I am still contactable.

My Line Manager is very supportive - he is aware of my childcare situation and always accommodates hospital appointments for my son. You have to be open about your circumstances and think about how you can make Dynamic Working work for both yourself and the business.

“ We were both working mums with seven children between us. Thanks to the support of our Line Managers, we always found a working pattern that suited us and allowed us to remain close to the business. ”

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Helen Vieira

Four longer days means more flexibility for colleagues and clients

Helen Vieira is a Relationship Manager in Overseas Services, based in Jersey. Dynamic Working has allowed her to continue working at Barclays after she became a parent, benefiting not just her family, but Barclays' clients too.

Job sharing after maternity leave

I had a baby a few years ago and when I was looking to come back from maternity leave, I wanted to work part-time initially. There was another new mum, Aileen, who was also returning to work and a job share was suggested. The Line Manager discussed with us how the job share would work – it was really flexible in terms of what we needed. We agreed that we would both work three days a week, generally between 8 and 4. I worked Monday to Wednesday and Aileen worked Wednesday to Friday so we both did more than half the role.

Changing to compressed hours

When Aileen decided to leave, I asked my Line Manager, Adele, if I could take on the role full time but with flexibility in the days I was in the office. It was precious to me to have one day a week to spend with my son. So, I now work five days compressed into four. I tend to work 7.30 until 5, and one day a week I work a little bit later. Having one day in the week with my son is a life choice for me and being able to do that is brilliant.

It's had a positive effect on how I work

There's no time for not doing things efficiently. The way I approach things now is very different to how I was doing it as a 9 to 5 role. I have an account executive that works with me, and it's important to build a really strong relationship with them because on a Friday they are the point of contact for my clients.

It's allowed me to stay with Barclays

I like the ethos of Barclays, so I wanted to find a way to stay in the Barclays family after my maternity leave. If I hadn't found something part-time here, I would have had to find something elsewhere.

It was encouraging to see there are lots of different options with Dynamic Working when I requested compressed days. It's working well and I don't feel I'm treated any differently at all. The support is exactly the same as when I was a full-time employee.

We've only had positive comments back about my Dynamic Working. There's definite understanding of the situation and my clients, family and friends are impressed that I've got that option and flexibility available to me from Barclays.

“ I now work five days compressed into four. Having one day in the week with my son is a life choice for me and being able to do that is brilliant. ”

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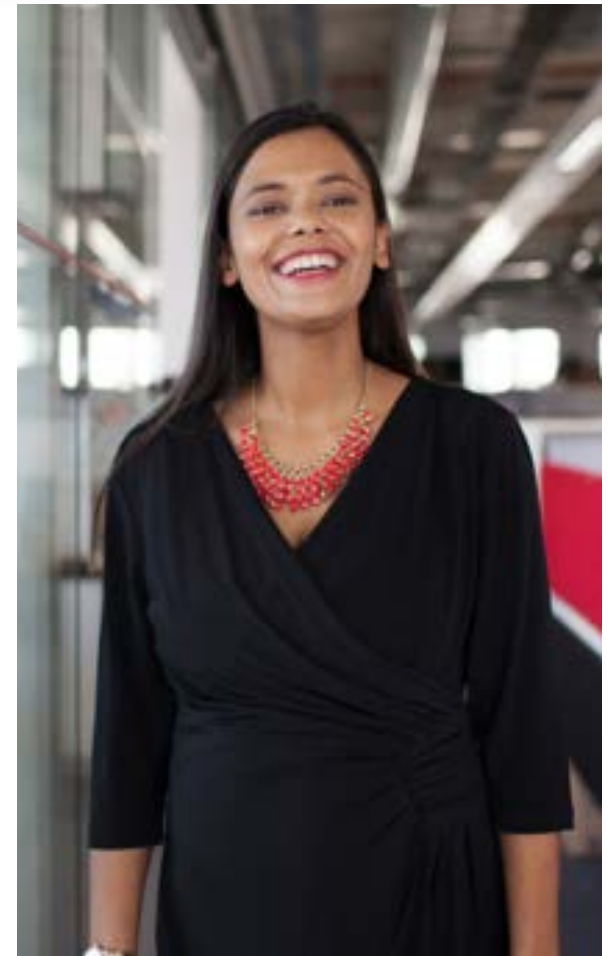
Flexible location

Reduced hours

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Compressed hours

Mark Campbell: Balancing a career with being a carer



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Mark Campbell

How Dynamic Working helps balance a career with being a carer

Mark Campbell is an Assistant Manager in the Woolwich branch. Through Dynamic Working, Mark has been able to care for his wife, who has a disability, and solve a staffing problem at the same time.

A new location with a new working pattern

The opportunity for Dynamic Working came when the branch moved to a new location and the shift pattern changed, as the branch was open longer hours, from 09:00 until 18:00. We needed someone to come in to help open up in the morning, and be there for the end of the day.

Before the move, I was leaving early in the morning and getting home late five days a week. But because my wife physically can't do any of the chores, things like the cooking wouldn't get done until I got home, so we were eating late and it was having a massive effect on my home life.

To help me gain that work/life balance, and solve the staffing problem, my Line Manager suggested Dynamic Working to me. I now work compressed working hours of five days in four, working 08:00 to 18:00. This gives me a day off during the week to spend some real quality time with my family and care for my wife.

It benefits everyone

It's about your needs, but also making sure it fits the needs of the business. I have a couple of other colleagues that work dynamically; they work the key hours that the business needs, and change the rest. It suits the business and suits the colleagues.

It's definitely had a positive impact on my performance because I feel less stressed. Especially if I have my day off mid-week, it gives you that opportunity to refresh. My team are really happy about it too – they know I work long hours and am always there for them – they are very supportive.

My experience and advice

When I started, my major concern was how I was going to fit in all the one-to-ones and the other day-to-day bits, into my compressed hours. The main thing is making sure you plan – when you get into the rhythm of it, it's just like a normal working week.

Anybody thinking about Dynamic Working should definitely bring it up with their Line Manager. It's good that we look at both sides of the work/life balance – before I was always 80% work, 20% life. Now I'm 50/50.

“ I now work compressed working hours of five days in four, working 08:00 to 18:00. This gives me a day off during the week to spend some real quality time with my family and care for my wife. ”

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Michelle McCall: Working dynamically to earn a new qualification



Rachel Dornan: Working for Barclays while serving my country



Elan Ovits: Working flexible hours to observe the Sabbath



Jacqueline Carter: Dynamic Working to retain valuable colleagues



Jane Ludden: Flexible hours to support new parents



Daniel Carter: Flexing my hours to care for my nephew and my dog



Craig Watterson: Working earlier and later to solve a childcare problem



Paula Molyneux: Flexible working to provide emergency care for young people



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Michelle McCall

Dynamic Working to study for a new qualification

I was working towards the CIMA (Chartered Institute of Management Accountants) qualification for which I attend weekend tuition and revision classes. This qualification was not mandatory for my role at the time but was relevant to the work I undertook within my role.

It saves my annual leave

As part of my training contract I was entitled to take study days each year which I used for exam days and weekday classes in the week prior to the exams. This reduced the amount of annual leave I needed to use to undertake my studies.

My colleagues fully support it

The team I worked in was supportive and flexible in allowing me to take off the time required for exams and the days leading up to the exams.

“ The team I worked in was supportive and flexible in allowing me to take off the time required for exams. ”

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Rachel Dornan

Working dynamically has allowed me to create unforgettable memories

My name is Lance Bombardier Rachel Dornan. I joined the Army Reserves in 2006 as a Logistic Specialist for 159 Supply Regiment. I have headed the setup of a new logistical department for Op Catalina within the UAE, and during my time in Ops I specialised in Road, Sea and Air freight movement working alongside the RAF.

My time at the squadron was a productive one and I managed to achieve top ranking within my trade and travel all over the UK on training and duties. A few of my fondest memories during my time with 159 was having lunch with the Duke of Westminster, residing in Germany for three months and attending potential officer weekends involving cultural visits to London.

Helping celebrate Her Majesty's birthday

In May 2014, I joined 207 Royal Artillery, 105 Regiment, and within less than a week at my new unit I was given the opportunity to represent my Regiment at Edinburgh Castle, firing the 21 Gun Salute for the Queen's Baton and the Royal Birthday. Dynamic Working and support at Barclays has allowed me to pursue my passion for the Army Reserve and take part in numerous unforgettable memories and experiences which everyday life struggles to offer.

“Dynamic Working and support at Barclays has allowed me to pursue my passion.”

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Elan Ovits

Working dynamically to observe the Sabbath day

As Jews holiest and most spiritual day of the week I'm commanded to observe the Sabbath day and keep its laws and customs. The Sabbath or 'Shabbat' begins at nightfall on Friday and lasts until nightfall on Saturday (approximately 25 hours).

As an observant Jew, I very much look forward to Shabbat as it is a time of both spiritual and physical enjoyment. It is day of celebration, by spending quality time with my family and the removal of outside distractions, which are prohibited (e.g. driving, watching TV or using the phone), as well as the avoidance of talking about business matters.

You need to be organised

Most of the laws of Shabbat also apply to various Jewish festivals, which can fall during a weekday. During the dark winter months, my challenge is to ensure I leave work approximately one and a half hours before Shabbat begins. I therefore need to be really organised and carefully plan my work schedule accordingly, ensuring that I meet any hard deadlines before leaving the office and avoid putting any additional delivery pressures on my fellow colleagues. Project management becomes second nature!

Barclays has been really supportive of my faith

I'm also very fortunate that Barclays has enabled me and my fellow Jewish and multi-faith colleagues to engage in personal religious expression to the greatest extent possible in the work place, ensuring Barclays becomes the 'Go-To' bank for multiculturalism.

“ I need to be really organised and carefully plan my work schedule accordingly. Project management becomes second nature! ”

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Jacqueline Carter

Advocating Dynamic Working to her team

Jacqueline Carter is a Barclays Branch Manager based in London. She oversees four busy branches and up to 85 people. Jacqueline is an advocate of Dynamic Working; she has worked dynamically herself and set up arrangements for her team.

Part of Jacqueline's role involves making sure all branches are open for business and that she has the right people in the right places. She also makes sure colleagues are engaged and leaders are doing what they can to make the work environment successful.

Using Dynamic Working to create successful working environments

Jacqueline believes there are all kinds of ways to create successful working environments: "I apply a logical and flexible approach so they feel comfortable enough to present their needs to me. We always set it up on temporary basis so both parties can see whether it works. For example, a colleague once asked to go down to part-time, but I knew finances were tight for her and so asked if she had worked it out. The reality was that after a couple of months, she came back to me and said it didn't work. Sometimes Plan B is better than Plan A."

She feels it's important to encourage development within the team, and that career progression and flexibility keeps colleagues healthy and engaged. In her experience, Dynamic Working has a part to play in this: "It increases productivity. Each case should be dealt with individually and the arrangement should benefit everyone."

Using her own experience to influence her decisions

When an employee, who was a single mother, was struggling to take her daughter to school and get to work on time, Jacqueline looked to find a solution. She remembered that 15 years earlier, when her children were young, she had had the same issue.

At that time, the concept of Dynamic Working didn't exist. While Jacqueline wanted to continue to work at Barclays, she felt the only way to manage her commitments to her children was to resign. However, her Line Manager didn't accept her resignation. Instead, her manager suggested she work dynamically; that she start work at 09:30 after taking her children to school and start early on the days that her children were with carers. The arrangement worked well and Jacqueline followed this work pattern for a year.

Her advice for others

Dynamic Working was an effective way to work for Jacqueline and she believes it can be for others as well. Her advice to people interested in Dynamic Working is 'always ask'. You may not get exactly what you ask for, but you might get a compromise. It comes down to open communication and using your time effectively.

Even though her previous manager has now retired, to Jacqueline she will always be her most inspirational colleague. Jacqueline still feels in her debt because she helped her keep her job. She now bases her own managing style on her previous manager's style.

“Dynamic Working is simply a more human way to manage people, commitments and time... I've been the beneficiary of Dynamic Working. Now, as a Line Manager myself, I've been privileged to pass that benefit on to my colleagues.”

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Jane Ludden

Helping working parents have more time with their children

I am a Director with a front office role in the Investment Bank who has taken maternity leave twice. Upon returning to work the first time, it was clear I would need more flexibility in my working hours in order to fit in with my very busy home life.

A working arrangement that works for me

I still worked five days a week, and on a Tuesday I was able to leave my desk by 17:00 and on a Thursday, I was not at my desk before 09:00. This working arrangement meant that I was able to pick up and drop off my child at nursery on those days.

New parents need more support – Dynamic Working helps

When I returned from my second maternity leave, I realised that I didn't want to work full-time anymore. My Line Manager and I planned how a part-time role could work and we started with a 6 month-trial. We then extended the trial before making it permanent. I now work three days per week, Monday to Wednesday. Had they not been so supportive, I don't think I would be where I am. HR has also been a huge help.

My Line Manager and I review how things are going and he makes sure everything is working well through our monthly 1-to-1s. It's all about compromise and open and constructive dialogue with your stakeholders, manager and colleagues.

“ I believe that there is not enough information or support out there for people returning from maternity leave and wanting flexibility in their work. I believe that this campaign, therefore, will open up people's minds to opportunities that they may not have thought were possible before. ”

I rely on others for my arrangement to work so it's important to be open and upfront. When I join a deal team I make sure colleagues understand my pattern and who to contact in my absence. People are generally very supportive and I feel lucky that I've been given the chance to make part-time working a success.

I believe that there is not enough information or support out there for people returning from maternity leave and wanting flexibility in their work. I think that a lot of people are under the impression that the choice, when returning from leave, is either to take on a part-time role or just continue on as they did before – with little leeway in between.

I believe that this campaign, therefore, will open up people's minds to opportunities that they may not have thought were possible before. Had Barclays said I couldn't work part-time, I would have looked for a new job. My life completely changed on becoming a parent and, at this stage in my life, I need the balance that Dynamic Working has given me.

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Daniel Carter

Dynamic Working to be there for my nephew

I previously worked in the Specialist Complaints, Advocacy Team at 1CP from 7:00 – 15:00. As I cared for my nephew and needed to leave the office to pick him up from school, my previous Line Manager supported me in finding a solution that worked for both myself and the business.

Dynamic Working works for me and my colleagues

I think that the flexibility within my role and my team/department was great, as it allowed me to complete my BAU work with no detriment to the business and maintain a good work/life balance. I believe that many people felt this way in my team/department, as there were many various working patterns.

In my new role in Group Brand Experience I work from home 1-2 days per week. I'm no longer a carer for my nephew but I do have a dog, and pets are demanding! Another time I've used Dynamic Working is when I was recovering from an injury. My Line Manager told me to work from home as I had all the resources I need - my laptop, my RSA token etc. - so there was no need to stress over making it in to the office.

Dynamic Working shouldn't just be offered to those with families or disabilities. It should be offered to everyone because we're a supportive business. It would be difficult if your employer didn't try to understand the way you'd like to manage your life - they should want to do what's best for us.

“ There is the myth that those who work from home aren't working but if you're a strong leader and you set your team up for success, they'll get the job done anywhere. ”

My advice for Line Managers to help remove the stigma

My advice for Line Managers is to trust your team and be open to the changes in the way we work. We are an innovative and tech-driven business so we need to follow that. There is the myth that those who work from home aren't working but if you're a strong leader and you set your team up for success, they'll get the job done anywhere.

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Craig Watterson

Making time for childcare and a full-time role at Barclays

With two young children, my full-time role at Barclays and my partner attending college, childcare was a problem for us. My partner's parents could no longer look after them due to ill health and so I asked my Line Manager about Dynamic Working.

Finding a solution that benefits me and Barclays

Barclays was very accommodating and we arranged that I would work a flexible schedule. On Monday and Thursday, I work 6am to 12pm and 4.30 to 6pm, Tuesday 1 to 6pm, off on a Wednesday and then Friday 6am to 6pm. The four remaining hours I do either on a Saturday or Sunday to suit Barclays.

The benefit to Barclays of the hours I do is that it helps with early and late coverage outside of 9 to 5. They used to have to pay overtime for people to come in early or work late, but I was able to take that work on, so overtime didn't need to be paid for three or four days of the week.

“ If I hadn't been able to work dynamically, I probably would have had to leave Barclays or reduce my hours considerably. So it's really good. ”

My advice for others

My advice to others is that as long as you're honest and open to your Line Manager, they will be honest and open back. That's the main thing. If I hadn't been able to work dynamically, I probably would have had to leave Barclays or reduce my hours considerably. So it's really good. Thank you to Barclays because it's a weight off our shoulders.

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Paula Molyneux

Flexible working to provide emergency care for young people

I used to be a respite foster carer, providing emergency and short respite breaks (up to three weeks at a time) for children who are under the care of the local authority and other foster carers. I was single and worked full-time so didn't want to give up work to become a foster carer. Barclays supported me to care for young people for short periods of time throughout the year by allowing me to adjust my working hours when children were in my care so that I could take them to and from school and emergency care meetings.

Discussing it really helped my team understand my motivations

I had discussed the possibility of me fostering and having a 'dynamic' arrangement before I even applied to be a foster carer. My Line Manager and I (and the rest of the team) discussed how it might work and we all agreed to give it a go. Having a plan for each week was essential. For example, I would re-schedule calls for core hours so that I could do the school/college drop off and pick up. I also tended to work before the children got up and after they had gone to bed to make up for any lost time, but this wasn't sustainable for more than a few weeks.

“The flexibility to do something that has almost been a lifelong ambition of mine while working full time is the thing I value most.”

I think it would be difficult to do this elsewhere

The flexibility to do something that has almost been a lifelong ambition of mine while working full time is the thing I value most. I think it would be difficult to negotiate this with most other employers. I think it takes time to build trust between you and the employer, so that there is genuine 'give and take'. I tend to go the extra mile on many more occasions at work, because of how the team supported me when I had children in my care.

At the moment I'm not fostering but I am location-independent while the rest of my team work in London. I manage my workload and know what I need to achieve whilst adhering to core hours. Working in this way means I'm lucky enough to have some free time before I start work. I have the flexibility to add in some personal stuff, like a morning walk or swim because I don't have to endure the timely and lengthy commute.

Dynamic Working increases loyalty

My role requires me to meet a lot of new people who are interested in careers at Barclays. I frequently get asked why I've been here 11 years and Dynamic Working is definitely the most important factor. I don't feel like I lose visibility with management or my peers and it's never been a disadvantage in my career. In fact, it motivates me to be more engaged. I am definitely an advocate and I can't imagine working any other way - I love it!

My advice would be to have the conversation early on with your Line Manager and then your team and spend time talking to them about why this arrangement would be important to you. Consider your work priorities and work out if this will genuinely work. It's also important to schedule time to maintain relationships and have informal catch ups.

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Career break

Job share

Compressed hours

Flexible hours

Flexible location

Reduced hours

Unpaid leave

Flexible location

Amanda Potter: Using technology to work anywhere and everywhere



Byron Diaz: Working from home to carry on coaching



Jen Smit: Dynamic Working to improve my personal wellbeing



Amber Marcy: Working dynamically to manage my personal responsibilities



Carolyn Crooks: Dynamic Working from another state to retain a valuable staff member



Sasha Wiggins: Managing life at home and at work



Ian Rand: Working from home to better care for his relative



Steve Bardsley: Using technology to work from home



Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Career break

Job share

Compressed hours

Flexible hours

Flexible location

Reduced hours

Unpaid leave

Flexible location

Ann-Marie Howard: Using technology and Dynamic Working to get more time with my daughter



Elizabeth Bailey: Dynamic Working to save time and motivate employees



Nick Brand: Working from home to balance my work and personal lives



George Scotland: Dynamic Working to return to my hometown



Alex Poxon: Managing my health and improving productivity with Dynamic Working



Gavin Kay: Working dynamically and empowering my team



Dan Reed: Working dynamically to do the school run – and my best work



Simon Thorn: Dynamic Working to support my family – and my global team



Charlotte Haggard: Working Dynamically throughout an empowered career



Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Career break

Job share

Compressed hours

Flexible hours

Flexible location

Reduced hours

Unpaid leave

Amanda Potter

Taking time out of my day to get involved with academic life

I have worked at Barclays for 25+ years now, and have always studied while working, finally completing my PhD with the Open University in 2014. Although most of my research has been completed at weekends, Dynamic Working has helped me to continue to get involved with academic life.

So, for example, I hold an honorary post as Research Fellow with the Open University, and I am sometimes asked to attend meetings and conferences during the working day. When I am working in London I feel completely empowered to take three hours out of the day to present to other academics at the Open University London office in Camden. I am also volunteering to teach a course I have written on Greek myth in film and television at a school in Brighton for the charity the Brilliant Club, and I am able to take time out of the day to do this, as part of my Citizenship commitment.

“ Having a flexible approach to the working day helps me to manage my work, research and Citizenship commitments. ”

I can stay connected from various places

I have been known to work from various places, including universities around the country and parks near all the major London train stations, so that I can keep abreast of my work and my research. Having a flexible approach to the working day helps me to manage my work, research and Citizenship commitments.

I also plan non-work meetings every other week with colleagues - the 'Friday meeting' - to stay in touch. I enjoy social contact so having that time is great. I work with someone in Scotland and after the leaving the team, we got back in touch and ended up walking Ben Nevis together for charity. This never would have happened if we didn't realise our hobbies were similar from our catch ups.

Dynamic Working helps me be successful

I have an extremely busy job as a Programme Manager of a large project team. They are mostly based in Northampton, but I live in Sussex and my stakeholders are in London., so Dynamic Working helps both me and my team to be successful. I know it can be difficult for some colleagues but flexing your location is not the only type of Dynamic Working. There are options for everyone.

It's about being upfront. I now work from home permanently and initially started with a 6-month trial. I've had a formal contract for two years and it is great for my wellbeing.

[Next case study >](#)

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Career break

Job share

Compressed hours

Flexible hours

Flexible location

Reduced hours

Unpaid leave

Byron Diaz

Byron Diaz, a VP in Risk and Analytics, has been working at Barclays for over ten years and began working dynamically five years ago. In an interview, Byron describes how Dynamic Working helps him to keep up with his hobby of coaching soccer.

Working Dynamically to coach a youth soccer team

Coaching is a hobby of mine and I have been doing it voluntarily because I love coaching soccer at a youth level and seeing the players mature as soccer players.

The arrangement is to work from home twice per week on the days that I have to coach both my boys' soccer teams. This allows me to manage my work schedule accordingly based on the working hours I have arranged. I can plan my day better and I also save money on gas and close to four hours in total commuting time.

I can focus more on my work than before

Dynamic Working has a good impact on my productivity and I spend more time working when I'm home all day. It is privilege that is earned and should not be taken for granted. In return, I'm happy at work and thankful that the company has allowed me to keep up with my hobby of coaching soccer. In addition, my job performance continues to be at a high level - it's a way to say 'thank you' for allowing me to accomplish this.

I consider Dynamic Working a top requirement but you have to be disciplined, always available and have a lot of trust within your team.

Everyone benefits from Dynamic Working

Every few years you do have that itch to see what's out there but Dynamic Working is an important factor in keeping me here. I think the whole team benefits from working this way because they are more receptive to the idea of me being available earlier and more readily than, for example, being unavailable during times that would have been dedicated to commuting.

In addition, the team dynamic is positive when the team is allowed to work dynamically because there is a sense of commitment and good working relationships across each member of the team. This arrangement also helps boost morale by providing the team with a good work/life balance.

“ I'm happy at work and thankful for the company that has allowed me to keep up with my hobby of coaching soccer. ”

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Career break

Job share

Compressed hours

Flexible hours

Flexible location

Reduced hours

Unpaid leave

Jen Smit

Dynamic Working helps employee retention

I have been a Barclays employee for over nine years now. This is significant because I have never been an employee of any company for more than five years. Moreover, I don't see myself going anywhere else any time soon.

Why? Well, there are two primary reasons that keep me here.

One is obviously because I work with fantastic people, but the second, even more critical, reason is that Barclays allows me the flexibility to work around my life. I'm loyal to Barclays because I know what a great set up I have. While fair remuneration is important, my Dynamic Working arrangement is just as valuable to me and the most important reason as to why I'm still here.

I think that for many people there is a perception that Dynamic Working is just for colleagues who are also parents or carers. While Dynamic Working absolutely helps support colleagues in these situations, I believe very strongly that it is about supporting the physical, emotional and mental wellbeing of all colleagues.

“ I believe very strongly that Dynamic Working is about supporting the physical, emotional and mental wellbeing of all colleagues. ”

It's about supporting your wellbeing

I started working from home one day a week before I joined Barclays and it made such a difference to my life that it I now consider it a basic condition of my employment. I am a regular volunteer for a mental health charity. Dynamic Working means that if I volunteer the early morning or late-night shift, I can arrange my work pattern around this, either working from home or coming into the office late so that I don't have to sacrifice much-needed sleep. It also means that I can arrange my schedule around other important things – like being home to accept deliveries, or cut out a long commute so that I can attend my god-daughter's school play. Now that I have a puppy, Dynamic Working means that I don't have to send her to day care every day. It also means that I get daily exercise outdoors so it's really beneficial for my physical and mental wellbeing.

It's really important to keep your team members very aware of your movements. I always end my email signature with my standard working pattern so people know where I am and as a team we put updates in each other's diaries. Plus, although it's great to have people to talk to in the office, it's nice to have a day when you're alone and can focus.

I am more committed to Barclays

The flip-side to being trusted by Barclays to manage my life this way means that I feel more committed to the company and to my job. It means I have no problem staying late or getting in early when work is particularly busy and my full attention is needed, and it means that I actively promote Barclays as a good employer. Ultimately, Dynamic Working is a compromise that benefits both me and the company.

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Career break

Job share

Compressed hours

Flexible hours

Flexible location

Reduced hours

Unpaid leave

Amber Marcy

Amber Marcy, a Vice President on the Americas HR Projects and Support team and began working remotely from home in August of 2015.

Please describe your Dynamic Working arrangement

I work from home on a permanent basis and travel from Buffalo, New York to the New York office about four times a year. I have had this arrangement for four years.

How have your team benefited from your working dynamically?

It created the stability for our team (my manager and direct reports) in engaging with me as it enables me to manage both personal and professional responsibilities with confidence. Personally, I have immense peace of mind knowing that I am able to consistently deliver on both my family commitments and work responsibilities. Professionally, it has empowered me to become a champion for colleagues – by sharing my experiences to assist in further shaping the US permanent WFH guidelines, engaging in global D&I initiatives, as well as being a resource for colleagues who are interested in formalizing a DW arrangement.

By working from home on a permanent basis, I am able to be highly productive and seamlessly operate within a global model. My ability to collaborate with other time zones is not hindered by an arduous commute and I am setup for success with a home office that enables me to focus with minimal distractions.

Would you recommend Dynamic Working to others?

Absolutely. It enables me to stay consistently engaged in all aspects of all my work. Dynamic Working applies differently to everyone and doesn't need to be uniform; it can also be ad-hoc in order to flex with life.

How did you approach your manager with the request?

I was proactive – researched policies, sought guidance from Employee Relations and engaged in a technology pilot. This approach enabled me to take ownership of the tools and resources that would make the arrangement a success. I established credibility and built trust in this arrangement.

What advice would you like to share?

Evaluate the role and be open-minded about if the role can work in the particular arrangement. If there are no obstacles in the actual role, then trust it will work and let everything else take its course (e.g. technology). Seek feedback from other Line Managers and colleagues who may have dealt with similar requests.

“Dynamic Working applies differently to everyone and doesn't need to be uniform. Evaluate the role and be open-minded about if the role can work in the particular arrangement.”

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Career break

Job share

Compressed hours

Flexible hours

Flexible location

Reduced hours

Unpaid leave

Carolyn Crooks

Working dynamically from a different state

Carolyn was Vice President within Equity Capital Markets and living in New York when her husband was offered a position in a different state. Together they decided he should accept this opportunity. It would involve them and their young children, aged two-and-a-half years and eight months, moving to Maryland – a four-hour journey away from Carolyn's New York City office.

Helping retain loyal colleagues

Carolyn had her own career aspirations, loved her job and wanted to stay at Barclays despite the move. She considered her options and felt the best scenario would be if she could commute to and from the office on set days and work from home the remainder of the week. This would enable her to continue in the job she loved while still being a present parent. She was apprehensive about asking but felt she had nothing to lose.

Her manager was very supportive. It was agreed they would trial this Dynamic Working approach for three months to determine if it worked for Carolyn, the team and Barclays. It did, and has continued to work through Carolyn having another child and taking the next step in her career: "Working dynamically enhances my productivity but I think it's more about longevity and how it has really allowed me to continue my career with Barclays."

Carolyn has now been working dynamically for more than ten years.

Managing her Dynamic Working pattern to benefit everyone

As a Managing Director, Carolyn has more control over her hours and has changed her Dynamic Working pattern to meet her new professional commitments. She now works away from home three or four days a week, and from home one or two days a week. By eliminating her commute on these days, she gains valuable time with her children. She can feed them breakfast and put them to bed. She can also work around the children's concerts, health appointments and volunteering for 25 minutes once a month to read with her daughter's class – something that a lot of parents who work locally can't do.

Her advice to you

People who work at competitors in New York tell Carolyn she's lucky to be able to work this way. She recognises this: "The biggest challenge may be distractions at home if you have a family but you have to be proactive. Create an office space to set boundaries. "

She identifies three important factors to Dynamic Working. Commitment - from the person working dynamically, Barclays and the team: "You have to be accountable and go above and beyond to make it work and be worthwhile, efficient and practical for the firm and yourself." Respect - for and from the rest of the team: "My Line Manager never doubts me and I never feel insecure." And open communication: "There is a blanket-level of trust. I am always reachable."

“ I believe in the people I work with and I really care about what we're doing. Dynamic Working has allowed to me to stay within this culture, continue to fulfil my career aspirations and be present with my family. ”

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Career break

Job share

Compressed hours

Flexible hours

Flexible location

Reduced hours

Unpaid leave

Sasha Wiggins

It's not where you work, it's how you work

Sasha Wiggins, Managing Director, is Group Chief of Staff. Not only is she an advocate for Dynamic Working, Sasha has worked this way since 2006.

Over the years, Sasha has achieved a lot of growth and success, progressing from Vice President to Director, to Managing Director, to Chief Executive and now to Group Chief of Staff. She also has two young children and, until recently, a family home in Dorset – and attributes much of her success to Dynamic Working.

A new working pattern to spend more time with her family

After her first child was born in 2006, Sasha was based in the Bournemouth office, close to her home and family. When asked to lead a team of private bankers in London, she agreed to work Monday to Thursday in the city, and Fridays from home. She had her second child in 2010 and her routine continued, which enabled her to spend more time with her children.

When she was promoted to Chief Executive in Ireland, Sasha wasn't sure she'd be able to work the same way. She expected to need to leave for Dublin at 4:30am on Mondays and not return until 10.30pm on a Friday night. However, her Line Manager was concerned about the impact this would have on her family and felt that more flexibility would help. He also wanted Dynamic Working to be successful as it was to be launched in the International Corporate Bank later that year.

Allowing the Chief Executive of the business to work dynamically ensured that she led by example. Sasha travelled between her home in Dorset and office in Ireland for six months before she and her family decided they would like to relocate there.

She wants to help her whole team work dynamically

Sasha has offered Dynamic Working to senior staff when their personal circumstances have required it. While some haven't taken it up, others have to varying degrees. As a business leader, Sasha feels it's up to her to help find ways for her team be successful.

She describes Dynamic Working as life changing and positively encourages it. When she started working with Jes Staley, it was a requirement: "I made it very clear that I needed to continue to work dynamically so that I could see my family. Jes' response was not to worry. He supports Dynamic Working and knows that I'm doing my job."

Dynamic Working has allowed Sasha to advance in her career: "If I couldn't work dynamically I would have a different role. I wouldn't work full-time in London as I would want to be much closer to home." She has two tips. Remain visible: "I work in exactly the same way when I am at home as when I am in the office. The only difference is that I make sure that I communicate with Jes and my team a lot more so that we remain that we are aligned." And remain flexible: "For example, I need to go to New York tomorrow to meet Jes and so I am working from home today instead. I have flexed my locations to accommodate this."

“ Nobody should be nervous about asking for Dynamic Working. Our culture facilitates arrangements to suit different people – whether you're male or female, with or without children. ”

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Career break

Job share

Compressed hours

Flexible hours

Flexible location

Reduced hours

Unpaid leave

Ian Rand

Dynamic Working once a week works

Ian joined Barclays in 2008. Having never experienced a Dynamic Working environment before, it took him some time to adjust. Now Ian uses Dynamic Working himself and understands how it can benefit everyone.

Dynamic Working stretched Ian's management skills. It wasn't a problem, just a different way of operating. Once Ian understood how it could benefit his team and work practically, it helped build a greater level of trust and effort. He knew his team members were an email or phone call away, engaged and ready to move, they just weren't in eyesight.

It's practical and it builds trust

While Ian advocated Dynamic Working in his role, it never crossed his mind that he'd need it himself. His home is in the countryside and he had always worked in London during the week, travelling home on a Friday. But in 2012, his circumstances changed. A family member became ill and the commute was no longer sustainable for Ian's family life. He needed to spend more time with family and began working from home on a Monday or Friday.

Dynamic Working helps everyone

Ian feels that there are plenty of people who might prefer a Dynamic Working arrangement. He hopes that it becomes more commonplace because, in his experience, Dynamic Working not only allows his family to operate – it makes them happy.

Ian suspects many people are struggling with their work hours, perhaps feeling their situation isn't serious enough to ask for help. He hopes to give people the confidence to approach their managers, saying: "Your career is impacted by what you deliver, not by where you deliver it from."

While Dynamic Working won't always be easy and it may not always succeed at first, each individual can work with their Line Manager to find the best solution.

“Dynamic Working used to be hidden, then became something Barclays let you do if you had a family crisis; but now I think we need to see it as something you can do to make you happy. This is a migration we have to make culturally.”

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Career break

Job share

Compressed hours

Flexible hours

Flexible location

Reduced hours

Unpaid leave

Steve Bardsley

Technology makes Dynamic Working easy

Working in the fast-paced world of technology is often difficult when you are a father of two. For me, Dynamic Working has really changed the way I work and contributes greatly to my work-life balance.

Working from home once or twice a week means I can do the school run every Thursday. My wife is able to work hours which differ to mine so we support each other - my quality of life is fantastic.

It is the technology provided by Barclays which makes working from home so easy and productive. I am always a couple of clicks away from the office, whether that is on campus using my computer or off campus where the technology really brings the experience to life! When I am at home, I can now use the 'My Access' service to connect to my computer. I am also able to access my emails, calendar and work files through the Good Services on my iPhone. Making a conference call is easy as well – through the use of the interval service – I can even perform a WebEx via my tablet!

All of these technology tools are great enablers for me personally, which enables flexibility in my home and work life.

“Dynamic Working has really changed the way I work and contributes greatly to my work-life balance.”

Flexibility is the key. Work comes first and so if I need to be in the office, I will be. Sometimes it's not convenient for me to work from home on a Thursday because the team need me and so I change it.

It's important to be in the office, as seeing colleagues adds value, and so I work my week so that I benefit from being home. For example, I will do data analysis and presentations when at home or even work in the evenings if I need to. I don't mind working late for projects because Dynamic Working is give and take - it makes me want to give more back.

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Career break

Job share

Compressed hours

Flexible hours

Flexible location

Reduced hours

Unpaid leave

Ann-Marie Howard

Being a mother and working full time is no easy feat

My husband is a Fire Officer, with his shifts varying week to week – meaning that it has been difficult for me to have a regular work pattern around looking after our daughter.

Dynamic Working means I get more time with my daughter

The ongoing and unwavering support from my Area Director has meant that I have been able to work full-time through working dynamically. My usual work week consists of me going to Birmingham on Monday and working from home the other four days. I can balance my day and get to collect my daughter from school and take the dog for walks. Plus, there is a huge cost benefit as I don't have to travel.

“ The ongoing and unwavering support from my Area Director has meant that I have been able to work full time through working dynamically. ”

Technology means I can be flexible

My team is scattered across the country. Being given a Blackberry phone has made this transition even easier as it means I can always keep an eye on my emails wherever I am. The bank gets more out of me as I'm on my laptop more and work longer hours. Such flexibility means that I can create an excellent work/life balance.

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Career break

Job share

Compressed hours

Flexible hours

Flexible location

Reduced hours

Unpaid leave

Elizabeth Bailey

Working with my Line Manager to find a solution

Having been made redundant from my previous company as I went on maternity leave, I was looking for a career opportunity that would not only stretch and challenge me professionally, but also allow me to share the care of my two young children. A friend (and former colleague) called to say there was a new role in her department and I would be perfectly suited. On finding out more, the role sounded amazing, apart from one thing: it was based in Northampton and I live in Sutton Coldfield, over an hour's drive away. I had an open discussion with the person who was to become my manager and we agreed on a pattern of work where I'd work from home three days a week and commute into the office on the other two days.

Dynamic Working has motivated me

Dynamic Working has worked fantastically for me. This is my fourth role while working dynamically and I have been promoted during that time so it hasn't held me back. I am currently Director Business Control – Physical & Virtual Channels and I wouldn't be able to have such a senior role without it. I now work from home four days a week with two short days (9.30am to 3pm) and I see my team at 1 Churchill Place once a week. Wednesday is the perfect day to break up being at home, as I do need that contact, but I am flexible. I will re-arrange childcare to attend monthly meetings with stakeholders if I have to. Barclays makes adjustments for me and I do the same as it's a two-way thing.

“ I've been extremely impressed at Barclays' approach and commitment to Dynamic Working, and in return it's meant I'm highly motivated and committed to Barclays for the long term. ”

As my son has autism, working dynamically means I can care for him while managing my deadlines. I also don't mind working in the evening as I have the flexibility to take time off to manage my own medical conditions. I can manage the whole work/life balance.

I've been extremely impressed at Barclays' approach and commitment to Dynamic Working, and in return it's meant I'm highly motivated and committed to Barclays for the long term.

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Career break

Job share

Compressed hours

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Flexible location

Reduced hours

Unpaid leave

Nick Brand

Dynamic Working to cover childcare breakdowns

Dynamic Working can help us strike a balance between our work and personal lives, enabling us to achieve both personal and professional aspirations whilst also enhancing our wellbeing.

The EMEA Equities HCP team previously ran a series of interviews with colleagues across the floor to understand how members of the team handle Dynamic Working both from an employee and Line Manager perspective.

Nick Brand, Managing Director, FiRM at the time, was the first person to share his Dynamic Working experience and recently provided an update.

How do you manage your work/life balance?

In my previous role, I sometimes needed to dedicate time to reading a large number of documents and presentations. Being able to do this from home meant I could really focus on the task at hand without being interrupted.

I'm now Chief of Staff, so the type of work I do has changed. I work from home slightly less but as I work long hours - I sometimes flex them, coming in later if I need to. The fact that so many senior people work dynamically is great. It allows you to better organise your life and so, in theory, it makes you more productive.

There are also times when I need to take time out of the office or work from home for personal reasons – when my kids have a planned event or if our usual childcare arrangements break down. My work is mentally intense and so knowing that I still have time to spend with my family creates that balance.

How do you manage requests from your team to work dynamically?

Where possible I make sure that as a team we can support these requests. There are always times when team members need to take time out of the office to look after their children, visit family members, take part in volunteering etc. – both planned and unplanned. For example, a colleague worked in Scotland last week because her mother had an accident. We keep each other informed of where we are so it works well.

On a more permanent basis, I've recently hired someone in the US on a Formal Flexible Working Agreement so they can continue to focus on aspects outside of work which they are involved in. Whilst this is a formal arrangement, there is an element of flexibility on both parts to ensure this works for the role and the team.

What tips can you provide to employees wanting to work dynamically?

The key here is to be open and honest with your Line Manager - as long you do the work, it doesn't matter when or where. Try to plan ahead and clear things with your manager and the rest of your team as far in advance as possible.

“Dynamic Working can help us strike a balance between our work and personal lives.”

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Career break

Job share

Compressed hours

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Flexible location

Reduced hours

Unpaid leave

George Scotland

Dynamic Working to return to my home town

I am a country lad at heart who went to London with a five-year plan and 16 years later have finally managed to find my way back home. To return to Somerset was first and foremost a life decision for my family in order to be closer to loved ones and provide a similar childhood for my kids that I had enjoyed growing up. If I am honest, when we first made the decision to move, I wasn't sure how it was going to work professionally.

I can now say it hasn't affected my performance at work at all, or my team's ability to get the most out of me. They know where I am at any point in time and can always contact me. In fact, I am a firm believer that happy people make better work and my new-found work/life balance has definitely made me and my family happier.

It breaks up a brutal commute

I commute to 1 Churchill Place from a little village called Freshford in Bath. I stay up in London two nights a week, working normal hours Monday – Friday but working from home on the Wednesday. As Group Brand Activation Director my role job is based on team work. It's creative and so I like being in the office to speak to people and share ideas. The Wednesday setup breaks up the commute and I use this day to work on admin and complete tasks where I need to focus without distraction.

My advice for others

It's primarily up to the individual to actually make it work. One of my top tips is clear communication to the people around you of what you are doing and really keeping to it. You have to have a plan and stick it. For example, I have an established pattern now and I make sure everyone knows where I am at any point in the day and I am always contactable. It's impressive how quickly people adapt when they know the score and how it just becomes a way in which we get things done.

I feel lucky to work for a progressive employer like Barclays in this space and will continue to do everything possible to thrive in the organisation moving forwards.

“ One of my top tips in making it actually work is clear communication to the people around you of what you are doing and really keeping to it. ”

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Career break

Job share

Compressed hours

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Reduced hours

Unpaid leave

Alex Poxon

Alex Poxon is a Senior Regulatory Oversight Manager in Barclays Corporate Bank's Risk Control and Regulation Management team. She's a Dynamic Working Champion and works remotely to manage the symptoms of her disability.

Managing health using remote working

My daily four-hour commute made it hard to manage my disability. I asked my Line Manager if I could work from home three to four days a week with the remainder in the office.

This really helps me with my health and fatigue. Working remotely makes sense for my role, too, as there are only three people in my office. The people I work with most are based elsewhere in the UK, Spain, India, and the US.

I got a lot of support to work dynamically

My Line Manager and I had a conversation about my working arrangements. He was fantastic and really supported me to work dynamically. He referred my request to HR, and they got in touch with AXA, who manage our private healthcare. AXA were brilliant. They came to my home to make sure that I had all the equipment and tools I needed to work remotely. I now have a foot stool, an ergonomic keyboard and mouse, and headphones so I can talk on the phone hands-free.

Becoming a Dynamic Working Champion

In 2017, I took on the role of a Dynamic Working Champion to raise awareness of the choices and benefits available to my colleagues.

The first thing I did was a presentation at our team meeting. My colleagues were surprised when I shared my story – they didn't know that I was unwell, but they've been even more supportive since. After that, I presented at our town hall meeting to about 200 colleagues based all around the world.

I'm always available to talk to my colleagues about Dynamic Working. I recently had a conversation with a colleague who just became a parent for the first time and wanted to know his options.

Advice for Line Managers

If you've got the right trust in place between yourself, your manager and your team, Dynamic Working is possible. Line Managers need to be open to different ways of working – don't just say no. Listen to people and find out why they want to work dynamically. People are often much more productive because of Dynamic Working. That's certainly the case for me, because I'm not spending four hours sitting on a train every day!

“ My Line Manager and I had a conversation about my working arrangements. He was fantastic and really supported me to work dynamically. ”

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Career break

Job share

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Flexible hours

Flexible location

Reduced hours

Unpaid leave

Gavin Kay

Working across locations

Six months ago, I worked primarily in Northampton, which is a distance away from my home. This meant I never picked up my children from school and I spent a lot of time driving on the M1.

Once I got to Director level, I wanted to be able to stay ahead. With flexible location-based Dynamic Working, I now split my time between London and Northampton and work from home or 1 Churchill Place on a Friday, depending on childcare arrangements. I've always given a lot to the company and you need flexibility to operate effectively. It gives me the head space I need.

Most of my team work in Northampton, so it can get quite frantic with meetings and desk-side conversations. Working from a different location means I have more time to plan and strategise without disruption. I also spend much more time with my children and less time working at weekends.

It furthers the team too

My working from elsewhere has gradually given the team more empowerment – they're more visible to stakeholders. I've seen no negative impact to the team's performance or productivity. I also actively encourage colleagues with big workloads and high levels of stress to work from home if it helps them.

Be flexible about your request

My advice for others who are considering working dynamically is to think about what you're asking for and have an open conversation with your Line Manager. Although we actively encourage Dynamic Working, it's not a given. Think about your team and be prepared to be offered something different to your initial request.

“ It gives me the head space I need. Working from a different location means I have more time to plan and strategise without disruption. ”

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Career break

Job share

Compressed hours

Flexible hours

Flexible location

Reduced hours

Unpaid leave

Dan Reed

Finding a balance

My Dynamic Working pattern is two days in Northampton, two days in London and one day from home. Both offices offer something different. 1 Churchill Place is where I go and accrue work, Northampton is where I do work – and my home is where I don't get disturbed. I'm more productive working this way.

From a personal perspective, Dynamic Working means I'm more present with my family. I usually leave for work before my son wakes up and get back after he's gone to bed. When I work from home and nearer to home, I get to play with my son, prepare him for school and take him in in the morning. Sometimes we go for an ice cream, but then I make up the time when he's in bed. I value this time together – Dynamic Working is not something money can substitute. It gives me a nice work/life balance and I use my hours wisely. It also allows me to pursue non-work interests – for example, basketball.

Changing how we measure performance

I am very open with my team about my Dynamic Working. They always know where I am and I'm always contactable. They also feel comfortable to approach me and discuss their Dynamic Working needs. I encourage them to work dynamically as long as they are committed and deliver what's expected.

As Head of Platform Delivery, I manage both informal and formal Dynamic Working within my team. It helps me look at results-based performance, not time-based performance. I've had Line Managers and HR ask, "How do I know they will do the work?" and the answer is simply by looking at the results.

Spreading the word

My tip for colleagues would be to speak to Dynamic Working Champions to start a conversation. I'm also more than happy to speak to Line Managers who are a bit nervous about having the talk or want to know more about the benefits. Lastly, I'd like to say it's also really nice to see Directors and Managing Directors work dynamically as this embodies the values.

“Dynamic Working helps me look at results-based performance, not time-based performance.”

Type of Dynamic Working

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Simon Thorn

Managing personal commitments

While I prefer to be in the office, I live far from it. Dynamic Working gives me flexibility to sometimes work from a different location. I can choose when and how to work more.

Working remotely means I can spend my commute time going for a run, for example, and fit in what's important to me as a father and husband. My wife is currently recovering from an accident, and Dynamic Working allows me to support her – plus it's great for mundane things like basic chores, going to the dentist and managing my home life in general.

Another example is that my daughter started senior school this week. Working from home meant I was able to take the time to take her to school and settle her in in the afternoon. I can then catch up on any work over the weekend.

Keeping connected and productive

In my role as the BX Chief Compliance Officer, I have a very global team who also work dynamically. They understand and are very used to the technology we use to stay connected and work as a team.

I find I work more solidly out of the office – in the office it's very easy to get distracted. I hope others seeing senior colleagues like myself working in this way creates an environment where they feel confident enough to follow suit.

For Line Managers who are taking Dynamic Working requests from their team members, I'd emphasise the importance of a constructive conversation and agreeing any parameters. The possibility of working in this way may not be so clear in some roles, so the conversation needs to be positive in terms of how we can actively support it.

For colleagues who want to work his way, I'd tell them that the one thing that's not negotiable is productivity. We have to do what we're expected to do. Dynamic Working is about allowing you to manage your life in a way that gives you real balance, while remaining productive. Also, make sure you know how to use the technology and are set up at home.

“ I can choose when and how to work more. I hope others seeing senior colleagues like myself working dynamically helps them feel confident enough to follow suit. ”

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Charlotte Haggard

Working around commitments

I've worked at Barclays for over 12 years and Dynamic Working has become more important to me with time. When my children were young, I worked four days a week so I could take them to and collect them from school one day a week. I now work five days a week, working from home once a week. I also sometimes start early and finish early, and then continue in the evening. For example, if I finish at 4pm, I will log on in the evening as I know my colleagues in the office have put in a full day.

Having a day working from home allows me to miss the commute – coming in early every day takes a toll, so I enjoy the lie in. I also work from home more during the school holidays but I don't abuse it.

Being prepared and supportive

Personally, I can use Dynamic Working to support life events. For example, I am a project manager and when a project came to an end in April, I was able to take several weeks off when my son was doing his GCSEs. I wanted to give him my full support with his revision preparations, and this arrangement allowed me to do that.

I was nervous about telling my stakeholders but they understood and were very supportive. I created a handover plan for the colleagues who covered for me as you have to be prepared. My team have always supported Dynamic Working as many of us use it. We understand each other and always try to accommodate one another.

I have colleagues in my team who all work differently: one comes in early and leaves early, working from home is very typical, and some work dynamically on set days whilst others don't. You have to have that flexibility because the challenges in our personal lives are not always on Tuesdays.

We always share Webex invites for meetings so there is no discrimination if someone is not in the office. I have some team members in India, Northampton and Radbroke, and so if I can work successfully with them, then I can work successfully with my team working dynamically from the UK. Location really shouldn't matter.

Transparency and clear expectations

Productivity really isn't affected by working dynamically and I'd say working remotely twice a week has become more acceptable recently. It means there are less chats around the office but you just have to be more structured. We shouldn't see difficulties as a problem but rather find a solution.

My tip for colleagues who want to work dynamically is to be transparent so that your colleagues know where you are. Skype, Webex, and being able to forward phone calls are all great tools. And to Line Managers I'd say issue clear expectations regarding work so that your team know what their deliverables and deadlines are. There is flexibility, but the work must still be done.

“ Some work dynamically on set days whilst others don't. You have to have that flexibility because the challenges in our personal lives are not always on Tuesdays. ”

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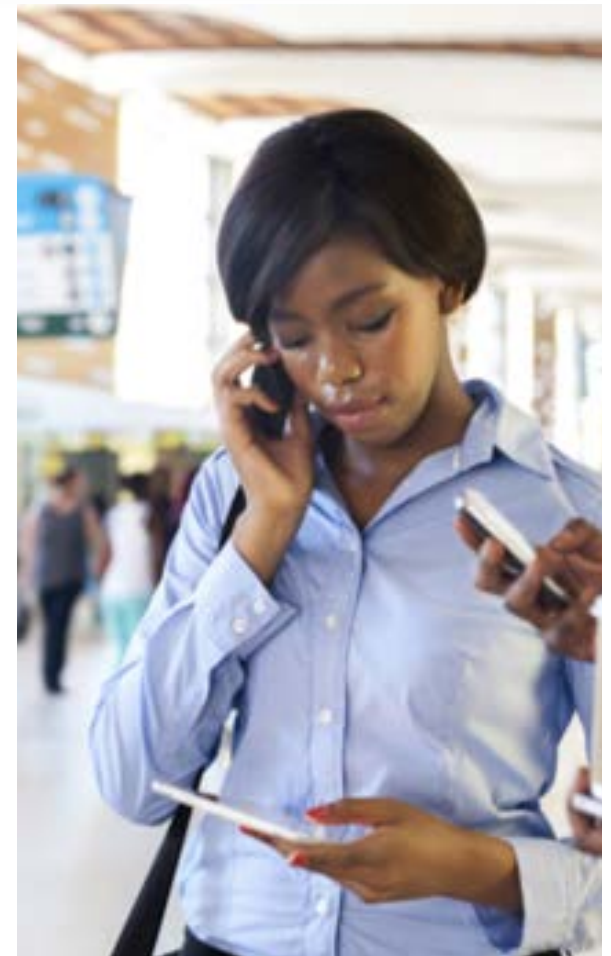
Cheryl Aslett: Working together to sort out childcare



Helen Vieira: New mums working to fill a job vacancy



Adam Bealey: Making time to complete an Executive MBA



Type of Dynamic Working

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Cheryl Aslett

Dynamic Working for working parents

I have been working dynamically over the last 12 years, including working in different locations in London and working as part of a job share. Thanks to the support from Barclays, I previously had a job share arrangement with my colleague Karen.

We were both working mums with seven children between us. Dynamic Working allowed us to change our working arrangements depending on which branch we had been in. For example, at one point I worked 25 hours per week across four days and my colleague worked 28 hours per week across four days. Thanks to the support of our Line Managers we always found a working pattern that suited us and allowed us to remain close to the business.

Making sure that colleagues have the right work/life balance

Karen and I are advocates of Dynamic Working and welcomed three members of staff back from maternity leave when we worked together. I understood that their circumstances had changed since becoming parents by remaining in contact with them during their maternity leave. Upon returning, all three worked key-time hours across five days a week, including Saturdays, and it was great to see that they had the right home/work life balance for each of them.

Supporting the changing needs of your personal and professional life

Now my children are getting older, I'm looking to increase my hours to 35 (full-time) per week. I currently work 29.75 hours per week around school runs as follows: Monday, Weds, and Friday 09:30 - 15:00 and Tuesday, Thursday and every other Saturday 09:30 - 16:00. I still pick up calls and emails once I leave the branch and respond to anything urgent so my team know I am still contactable.

My Line Manager is very supportive - he is aware of my childcare situation and always accommodates hospital appointments for my son. You have to be open about your circumstances and think about how you can make Dynamic Working work for both yourself and the business.

“ We were both working mums with seven children between us. Thanks to the support of our Line Managers, we always found a working pattern that suited us and allowed us to remain close to the business. ”

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Unpaid leave

Helen Vieira

Four longer days means more flexibility for colleagues and clients

Helen Vieira is a Relationship Manager in Overseas Services, based in Jersey. Dynamic Working has allowed her to continue working at Barclays after she became a parent, benefiting not just her family, but Barclays' clients too.

Job sharing after maternity leave

I had a baby a few years ago and when I was looking to come back from maternity leave, I wanted to work part-time initially. There was another new mum, Aileen, who was also returning to work and a job share was suggested. The Line Manager discussed with us how the job share would work – it was really flexible in terms of what we needed. We agreed that we would both work three days a week, generally between 8 and 4. I worked Monday to Wednesday and Aileen worked Wednesday to Friday so we both did more than half the role.

Changing to compressed hours

When Aileen decided to leave, I asked my Line Manager, Adele, if I could take on the role full time but with flexibility in the days I was in the office. It was precious to me to have one day a week to spend with my son. So, I now work five days compressed into four. I tend to work 7.30 until 5, and one day a week I work a little bit later. Having one day in the week with my son is a life choice for me and being able to do that is brilliant.

It's had a positive effect on how I work

There's no time for not doing things efficiently. The way I approach things now is very different to how I was doing it as a 9 to 5 role. I have an account executive that works with me, and it's important to build a really strong relationship with them because on a Friday they are the point of contact for my clients.

It's allowed me to stay with Barclays

I like the ethos of Barclays, so I wanted to find a way to stay in the Barclays family after my maternity leave. If I hadn't found something part-time here, I would have had to find something elsewhere.

It was encouraging to see there are lots of different options with Dynamic Working when I requested compressed days. It's working well and I don't feel I'm treated any differently at all. The support is exactly the same as when I was a full-time employee.

We've only had positive comments back about my Dynamic Working. There's definite understanding of the situation and my clients, family and friends are impressed that I've got that option and flexibility available to me from Barclays.

“ I now work five days compressed into four. Having one day in the week with my son is a life choice for me and being able to do that is brilliant. ”

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Unpaid leave

Adam Bealey

In his 15-year career at Barclays, Adam Bealey has gone from being a cashier to a Director of the Corporate Bank. His next step was to take an Executive MBA. He spoke to us about how he used Dynamic Working to make time for his studies.

I wanted to do something for myself and my career

During our regular one-to-ones, I outlined to my Line Manager that taking an Executive MBA was important to me, both personally and professionally. It was clear the business as well as my career would benefit. I wanted to reduce my hours to four days a week so that I could make the most of the opportunity to study. However, that wasn't possible within my existing role as a Relationship Director in the Non-Bank Financial Institutions team.

Making Dynamic Working work

When I started the MBA in September 2017, and with the support of my Line Manager and others, I moved roles to become a Project Director in the structural reform programme. It fitted my plans for reduced hours, and the bank benefited from having additional experience on the team. Because I've stayed in the organisation, I also had a longer handover for my Relationship Director role (and I'm still consulted from time to time, so my knowledge hasn't been lost).

Having my team on board with my working arrangements has been vital. They now schedule meetings for when I'm in the office, so I don't miss out on anything important. They also take an interest in what I've been learning.

My learning gives back to the business

An MBA assignment that involved visiting financial technology firms in Silicon Valley was a great experience I could then bring to team meetings. I spoke to the head of business management about how these companies did colleague engagement differently, especially how they foster a culture of innovation. It offers exciting opportunities for Barclays that we might not have discovered otherwise. It's also helped to reinforce the importance of Dynamic Working. I've been able to articulate to Line Management and colleagues what I've been doing when I've not been in the office and why it's positive. And, I've been able to put a lot of what I've learnt into practice quite quickly, so the whole team has benefited.

“ Because I've stayed in the organisation, I also had a longer handover for my Relationship Director role (and I'm still consulted from time to time, so my knowledge hasn't been lost). ”

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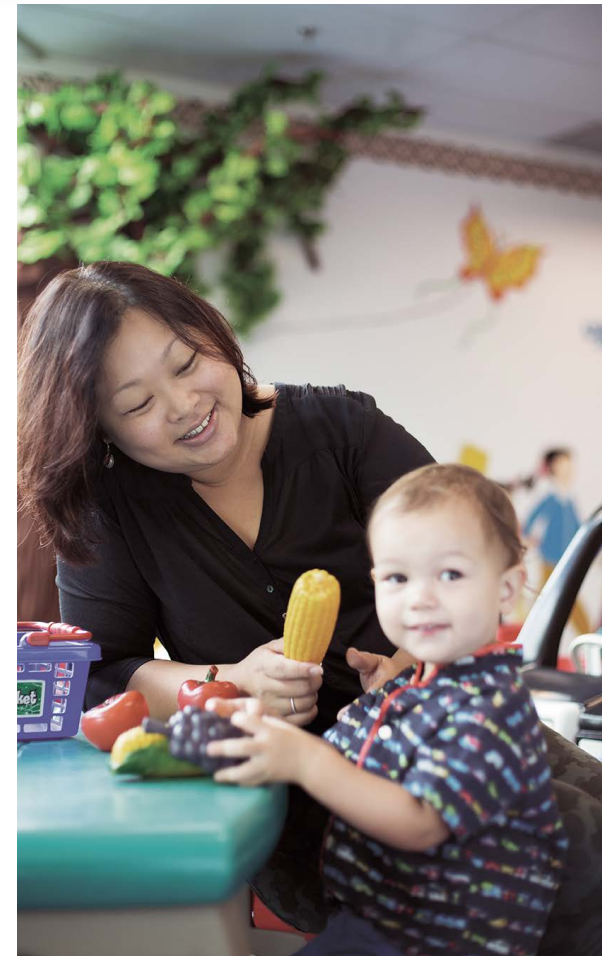
Flexible location

Reduced hours

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Unpaid leave

Sally Hollands: Taking unpaid leave to spend the summer with my children



Type of Dynamic Working

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Line Managers

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Sally Hollands

Dynamic Working to spend the summer holiday with my children

I previously worked with the Diversity & Inclusion team to launch the Dynamic Working campaign 'How do you work your life?' across Barclays. The campaign aimed to inspire colleagues to think about how they can integrate their work and life better, and show how Barclays supports flexible working.

Being so close to the campaign made me think about my own work/life balance and how much I missed my children during their long summer holiday from school. It had turned into a juggling act of holiday clubs, trips to Granny's and favours from friends. I spoke to my manager about how I was struggling and I put a proposal together to have the month of August off as unpaid leave. August is (usually) our quietest time – my stakeholders are mainly on holiday and my team don't tend to take time off then.

It's transformed the way I work

My manager was hugely supportive and was brilliant in getting it agreed with the head of department and HR. I now also only work four days a week. This arrangement makes me a lot more productive as I have a finite amount of time to complete my work which makes me very focused.

I think it's a real shame that people who don't have this opportunity have to reduce their career aspirations. As Director, Head of Employee Communications for Group, I get to have an interesting career with a wonderful team of people but I also get to do the school once a week, see my children's teachers and be present at home.

It has totally transformed my working life and we're a much happier family for it. Being able to focus on my personal life is great for my wellbeing. For example, I tend to do some fitness or see friends on my day off and so my time is very balanced. I know lots of people outside Barclays who don't have the opportunity to work dynamically.

The whole team benefit from me working dynamically

It has also been a great development opportunity for my team, who do a wonderful job in keeping everything going until I get back. They get more opportunities. For example, while I was away in August, my new boss was able to work with each member of my team directly. They got to know each other well.

My advice for colleagues is to stick to the arrangement and deliver your tasks within the agreed parameters. The more you do this, the more your team will trust you and as a result, you can trust them.

“Being so close to the campaign made me think about my own work/life balance and how much I missed my children during their long summer holiday from school. It has totally transformed my working life and we're a much happier family for it.”

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Carer

Personal development
and study

Pursuing other
interests

Religious duties

Wellbeing

Working parent

Travel

Reason for Dynamic Working



Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Carer

Personal development
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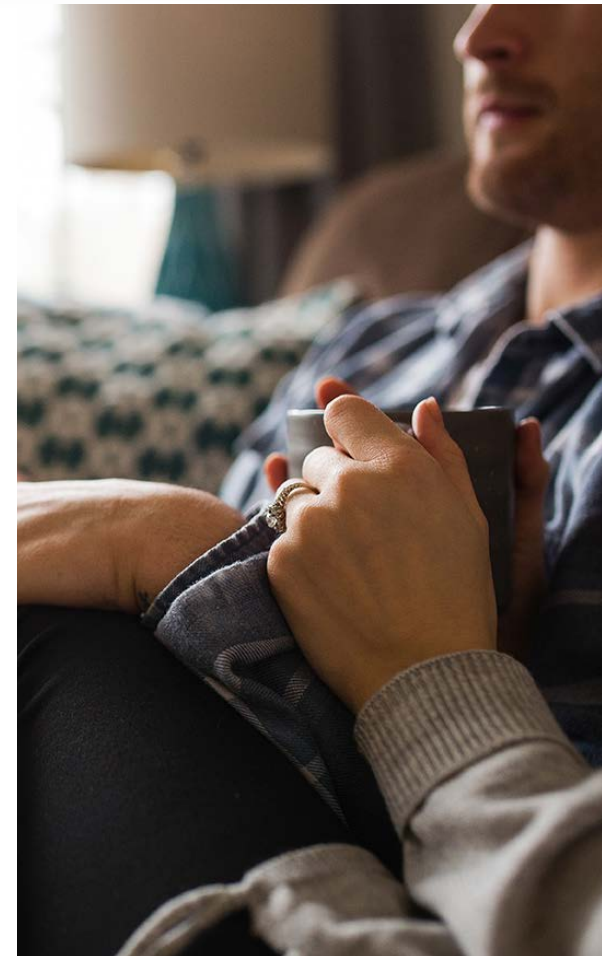
Mark Campbell: Balancing a career with being a carer



Ian Rand: Working from home to better care for his relative



Paula Molyneux: Flexible working to provide emergency care for young people



Type of Dynamic Working

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Line Managers

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and study

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Religious duties

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Working parent

Travel

Mark Campbell

How Dynamic Working helps balance a career with being a carer

Mark Campbell is an Assistant Manager in the Woolwich branch. Through Dynamic Working, Mark has been able to care for his wife, who has a disability, and solve a staffing problem at the same time.

A new location with a new working pattern

The opportunity for Dynamic Working came when the branch moved to a new location and the shift pattern changed, as the branch was open longer hours, from 09:00 until 18:00. We needed someone to come in to help open up in the morning, and be there for the end of the day.

Before the move, I was leaving early in the morning and getting home late five days a week. But because my wife physically can't do any of the chores, things like the cooking wouldn't get done until I got home, so we were eating late and it was having a massive effect on my home life.

To help me gain that work/life balance, and solve the staffing problem, my Line Manager suggested Dynamic Working to me. I now work compressed working hours of five days in four, working 08:00 to 18:00. This gives me a day off during the week to spend some real quality time with my family and care for my wife.

It benefits everyone

It's about your needs, but also making sure it fits the needs of the business. I have a couple of other colleagues that work dynamically; they work the key hours that the business needs, and change the rest. It suits the business and suits the colleagues.

It's definitely had a positive impact on my performance because I feel less stressed. Especially if I have my day off mid-week, it gives you that opportunity to refresh. My team are really happy about it too – they know I work long hours and am always there for them – they are very supportive.

My experience and advice

When I started, my major concern was how I was going to fit in all the one-to-ones and the other day-to-day bits, into my compressed hours. The main thing is making sure you plan – when you get into the rhythm of it, it's just like a normal working week.

Anybody thinking about Dynamic Working should definitely bring it up with their Line Manager. It's good that we look at both sides of the work/life balance – before I was always 80% work, 20% life. Now I'm 50/50.

“ I now work compressed working hours of five days in four, working 08:00 to 18:00. This gives me a day off during the week to spend some real quality time with my family and care for my wife. ”

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Ian Rand

Dynamic Working once a week works

Ian joined Barclays in 2008. Having never experienced a Dynamic Working environment before, it took him some time to adjust. Now Ian uses Dynamic Working himself and understands how it can benefit everyone.

Dynamic Working stretched Ian's management skills. It wasn't a problem, just a different way of operating. Once Ian understood how it could benefit his team and work practically, it helped build a greater level of trust and effort. He knew his team members were an email or phone call away, engaged and ready to move, they just weren't in eyesight.

It's practical and it builds trust

While Ian advocated Dynamic Working in his role, it never crossed his mind that he'd need it himself. His home is in the countryside and he had always worked in London during the week, travelling home on a Friday. But in 2012, his circumstances changed. A family member became ill and the commute was no longer sustainable for Ian's family life. He needed to spend more time with family and began working from home on a Monday or Friday.

Dynamic Working helps everyone

Ian feels that there are plenty of people who might prefer a Dynamic Working arrangement. He hopes that it becomes more commonplace because, in his experience, Dynamic Working not only allows his family to operate – it makes them happy.

Ian suspects many people are struggling with their work hours, perhaps feeling their situation isn't serious enough to ask for help. He hopes to give people the confidence to approach their managers, saying: "Your career is impacted by what you deliver, not by where you deliver it from."

While Dynamic Working won't always be easy and it may not always succeed at first, each individual can work with their Line Manager to find the best solution.

“Dynamic Working used to be hidden, then became something Barclays let you do if you had a family crisis; but now I think we need to see it as something you can do to make you happy. This is a migration we have to make culturally.”

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Paula Molyneux

Flexible working to provide emergency care for young people

I used to be a respite foster carer, providing emergency and short respite breaks (up to three weeks at a time) for children who are under the care of the local authority and other foster carers. I was single and worked full-time so didn't want to give up work to become a foster carer. Barclays supported me to care for young people for short periods of time throughout the year by allowing me to adjust my working hours when children were in my care so that I could take them to and from school and emergency care meetings.

Discussing it really helped my team understand my motivations

I had discussed the possibility of me fostering and having a 'dynamic' arrangement before I even applied to be a foster carer. My Line Manager and I (and the rest of the team) discussed how it might work and we all agreed to give it a go. Having a plan for each week was essential. For example, I would re-schedule calls for core hours so that I could do the school/college drop off and pick up. I also tended to work before the children got up and after they had gone to bed to make up for any lost time, but this wasn't sustainable for more than a few weeks.

“The flexibility to do something that has almost been a lifelong ambition of mine while working full time is the thing I value most.”

I think it would be difficult to do this elsewhere

The flexibility to do something that has almost been a lifelong ambition of mine while working full time is the thing I value most. I think it would be difficult to negotiate this with most other employers. I think it takes time to build trust between you and the employer, so that there is genuine 'give and take'. I tend to go the extra mile on many more occasions at work, because of how the team supported me when I had children in my care.

At the moment I'm not fostering but I am location-independent while the rest of my team work in London. I manage my workload and know what I need to achieve whilst adhering to core hours. Working in this way means I'm lucky enough to have some free time before I start work. I have the flexibility to add in some personal stuff, like a morning walk or swim because I don't have to endure the timely and lengthy commute.

Dynamic Working increases loyalty

My role requires me to meet a lot of new people who are interested in careers at Barclays. I frequently get asked why I've been here 11 years and Dynamic Working is definitely the most important factor. I don't feel like I lose visibility with management or my peers and it's never been a disadvantage in my career. In fact, it motivates me to be more engaged. I am definitely an advocate and I can't imagine working any other way - I love it!

My advice would be to have the conversation early on with your Line Manager and then your team and spend time talking to them about why this arrangement would be important to you. Consider your work priorities and work out if this will genuinely work. It's also important to schedule time to maintain relationships and have informal catch ups.

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Personal development and study

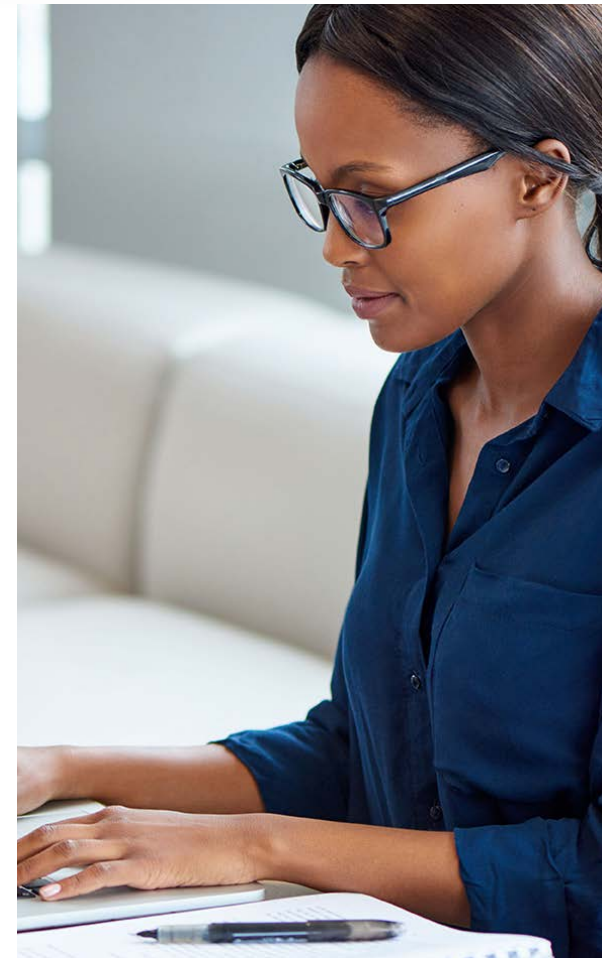
Michelle McCall: Working dynamically to earn a new qualification



Amanda Potter: Using technology to work anywhere and everywhere



Adam Bealey: Making time to complete an Executive MBA



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Travel

Michelle McCall

Dynamic Working to study for a new qualification

I was working towards the CIMA (Chartered Institute of Management Accountants) qualification for which I attend weekend tuition and revision classes. This qualification was not mandatory for my role at the time but was relevant to the work I undertook within my role.

It saves my annual leave

As part of my training contract I was entitled to take study days each year which I used for exam days and weekday classes in the week prior to the exams. This reduced the amount of annual leave I needed to use to undertake my studies.

My colleagues fully support it

The team I worked in was supportive and flexible in allowing me to take off the time required for exams and the days leading up to the exams.

“ The team I worked in was supportive and flexible in allowing me to take off the time required for exams. ”

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Amanda Potter

Taking time out of my day to get involved with academic life

I have worked at Barclays for 25+ years now, and have always studied while working, finally completing my PhD with the Open University in 2014. Although most of my research has been completed at weekends, Dynamic Working has helped me to continue to get involved with academic life.

So, for example, I hold an honorary post as Research Fellow with the Open University, and I am sometimes asked to attend meetings and conferences during the working day. When I am working in London I feel completely empowered to take three hours out of the day to present to other academics at the Open University London office in Camden. I am also volunteering to teach a course I have written on Greek myth in film and television at a school in Brighton for the charity the Brilliant Club, and I am able to take time out of the day to do this, as part of my Citizenship commitment.

“ Having a flexible approach to the working day helps me to manage my work, research and Citizenship commitments. ”

I can stay connected from various places

I have been known to work from various places, including universities around the country and parks near all the major London train stations, so that I can keep abreast of my work and my research. Having a flexible approach to the working day helps me to manage my work, research and Citizenship commitments.

I also plan non-work meetings every other week with colleagues - the 'Friday meeting' - to stay in touch. I enjoy social contact so having that time is great. I work with someone in Scotland and after the leaving the team, we got back in touch and ended up walking Ben Nevis together for charity. This never would have happened if we didn't realise our hobbies were similar from our catch ups.

Dynamic Working helps me be successful

I have an extremely busy job as a Programme Manager of a large project team. They are mostly based in Northampton, but I live in Sussex and my stakeholders are in London., so Dynamic Working helps both me and my team to be successful. I know it can be difficult for some colleagues but flexing your location is not the only type of Dynamic Working. There are options for everyone.

It's about being upfront. I now work from home permanently and initially started with a 6-month trial. I've had a formal contract for two years and it is great for my wellbeing.

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Adam Bealey

In his 15-year career at Barclays, Adam Bealey has gone from being a cashier to a Director of the Corporate Bank. His next step was to take an Executive MBA. He spoke to us about how he used Dynamic Working to make time for his studies.

I wanted to do something for myself and my career

During our regular one-to-ones, I outlined to my Line Manager that taking an Executive MBA was important to me, both personally and professionally. It was clear the business as well as my career would benefit. I wanted to reduce my hours to four days a week so that I could make the most of the opportunity to study. However, that wasn't possible within my existing role as a Relationship Director in the Non-Bank Financial Institutions team.

Making Dynamic Working work

When I started the MBA in September 2017, and with the support of my Line Manager and others, I moved roles to become a Project Director in the structural reform programme. It fitted my plans for reduced hours, and the bank benefited from having additional experience on the team. Because I've stayed in the organisation, I also had a longer handover for my Relationship Director role (and I'm still consulted from time to time, so my knowledge hasn't been lost).

Having my team on board with my working arrangements has been vital. They now schedule meetings for when I'm in the office, so I don't miss out on anything important. They also take an interest in what I've been learning.

My learning gives back to the business

An MBA assignment that involved visiting financial technology firms in Silicon Valley was a great experience I could then bring to team meetings. I spoke to the head of business management about how these companies did colleague engagement differently, especially how they foster a culture of innovation. It offers exciting opportunities for Barclays that we might not have discovered otherwise. It's also helped to reinforce the importance of Dynamic Working. I've been able to articulate to Line Management and colleagues what I've been doing when I've not been in the office and why it's positive. And, I've been able to put a lot of what I've learnt into practice quite quickly, so the whole team has benefited.

“ Because I've stayed in the organisation, I also had a longer handover for my Relationship Director role (and I'm still consulted from time to time, so my knowledge hasn't been lost). ”

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Carer

Personal development
and study

**Pursuing other
interests**

Religious duties

Wellbeing

Working parent

Travel

Pursuing other interests

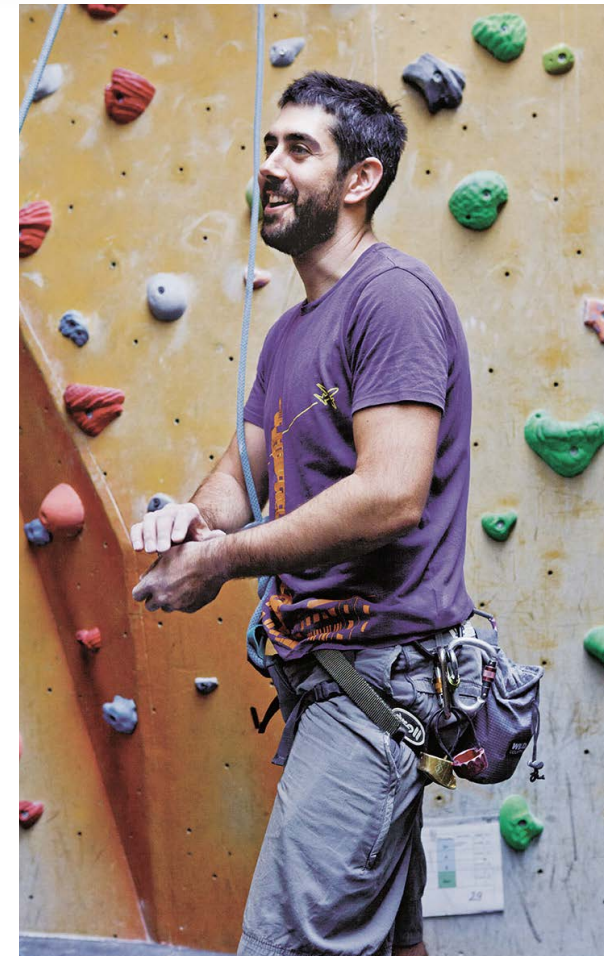
Sharon Davies: A career break to gain cultural awareness



Jen Smit: Dynamic Working to improve my personal wellbeing



Byron Diaz: Working from home to carry on coaching



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Sharon Davies

Dynamic Working to get the most out of life

A few years ago I was diagnosed with breast cancer. It was a profound and life-changing experience. I decided to change certain aspects of my life, to become healthier and to challenge myself to make sure I am living life to the full.

A career break to gain cultural awareness

Having studied Spanish for the past year at the time, I decided in order to gain fluency, as well as cultural awareness, a career break to South America was in order!

Getting ready for a relaxing break

After speaking with my line manager, I was approved for a four-month career break, so that I could study Spanish, do my yoga teaching training and generally take some time for myself.

Working dynamically means you can do the things you enjoy alongside your job. It gave me the flexibility I needed when I was being treated for cancer and now allows me to manage my physical and mental wellbeing - it reduces stress quite dramatically!

“ It gave me the flexibility I needed when I was being treated for cancer and now allows me to manage my physical and mental wellbeing. ”

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Travel

Jen Smit

Dynamic Working helps employee retention

I have been a Barclays employee for over nine years now. This is significant because I have never been an employee of any company for more than five years. Moreover, I don't see myself going anywhere else any time soon.

Why? Well, there are two primary reasons that keep me here.

One is obviously because I work with fantastic people, but the second, even more critical, reason is that Barclays allows me the flexibility to work around my life. I'm loyal to Barclays because I know what a great set up I have. While fair remuneration is important, my Dynamic Working arrangement is just as valuable to me and the most important reason as to why I'm still here.

I think that for many people there is a perception that Dynamic Working is just for colleagues who are also parents or carers. While Dynamic Working absolutely helps support colleagues in these situations, I believe very strongly that it is about supporting the physical, emotional and mental wellbeing of all colleagues.

“ I believe very strongly that Dynamic Working is about supporting the physical, emotional and mental wellbeing of all colleagues. ”

It's about supporting your wellbeing

I started working from home one day a week before I joined Barclays and it made such a difference to my life that it I now consider it a basic condition of my employment. I am a regular volunteer for a mental health charity. Dynamic Working means that if I volunteer the early morning or late-night shift, I can arrange my work pattern around this, either working from home or coming into the office late so that I don't have to sacrifice much-needed sleep. It also means that I can arrange my schedule around other important things – like being home to accept deliveries, or cut out a long commute so that I can attend my god-daughter's school play. Now that I have a puppy, Dynamic Working means that I don't have to send her to day care every day. It also means that I get daily exercise outdoors so it's really beneficial for my physical and mental wellbeing.

It's really important to keep your team members very aware of your movements. I always end my email signature with my standard working pattern so people know where I am and as a team we put updates in each other's diaries. Plus, although it's great to have people to talk to in the office, it's nice to have a day when you're alone and can focus.

I am more committed to Barclays

The flip-side to being trusted by Barclays to manage my life this way means that I feel more committed to the company and to my job. It means I have no problem staying late or getting in early when work is particularly busy and my full attention is needed, and it means that I actively promote Barclays as a good employer. Ultimately, Dynamic Working is a compromise that benefits both me and the company.

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Working parent

Travel

Byron Diaz

Byron Diaz, a VP in Risk and Analytics, has been working at Barclays for almost 11 years. He began working dynamically four years ago. In an interview, Byron describes how Dynamic Working helps him to keep up with his hobby of coaching soccer.

Working Dynamically to coach a youth soccer team

The arrangement is to work from home twice per week on the days that I have to coach both my boys' soccer teams. This allows me to manage my work schedule accordingly based on the working hours I have arranged and plan my day better. I also save money on gas and close to four hours in total commuting time.

Coaching is a hobby of mine and I have been doing it voluntarily because I love coaching soccer at a youth level and seeing the players mature as soccer players.

I can focus more on my work than before

Dynamic Working has impacted my ability to focus more on my work, and I feel it is a privilege that is earned and should not be taken for granted. In return, I'm happy at work and thankful for the company that has allowed me to keep up with my hobby of coaching soccer. In addition, my job performance continues to be at a high level because for me it's a way to say 'thank you' for allowing me to accomplish this.

I consider Dynamic Working a top requirement but you have to be disciplined, always available and have a lot of trust within your team.

Everyone benefits from Dynamic Working

I think the whole team benefits from working dynamically because they are more receptive to the idea of me being available earlier and more readily than, for example, being unavailable during times that would have been dedicated to commuting.

In addition, the team dynamic is positive when the team is allowed to work dynamically because there is a sense of commitment and good working relationships across each member of the team. This arrangement also helps boost morale by providing the team with a good work/life balance.

“ I'm happy at work and thankful for the company that has allowed me to keep up with my hobby of coaching soccer. ”

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Religious duties

Elan Ovits: Working flexible hours to observe the Sabbath



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Elan Ovits

Working dynamically to observe the Sabbath day

As Jews holiest and most spiritual day of the week I'm commanded to observe the Sabbath day and keep its laws and customs. The Sabbath or 'Shabbat' begins at nightfall on Friday and lasts until nightfall on Saturday (approximately 25 hours).

As an observant Jew, I very much look forward to Shabbat as it is a time of both spiritual and physical enjoyment. It is day of celebration, by spending quality time with my family and the removal of outside distractions, which are prohibited (e.g. driving, watching TV or using the phone), as well as the avoidance of talking about business matters.

You need to be organised

Most of the laws of Shabbat also apply to various Jewish festivals, which can fall during a weekday. During the dark winter months, my challenge is to ensure I leave work approximately one and a half hours before Shabbat begins. I therefore need to be really organised and carefully plan my work schedule accordingly, ensuring that I meet any hard deadlines before leaving the office and avoid putting any additional delivery pressures on my fellow colleagues. Project management becomes second nature!

Barclays has been really supportive of my faith

I'm also very fortunate that Barclays has enabled me and my fellow Jewish and multi-faith colleagues to engage in personal religious expression to the greatest extent possible in the work place, ensuring Barclays becomes the 'Go-To' bank for multiculturalism.

“ I need to be really organised and carefully plan my work schedule accordingly. Project management becomes second nature! ”

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Wellbeing

Michael Stevens: Job sharing for family time and to get fit



Amber Marcy: Working dynamically to manage my personal responsibilities



Alex Poxon: Managing my health and improving productivity with Dynamic Working



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Travel

Michael Stevens

Dynamic Working to cover longer hours

In 2003 the Bank started Dynamic Working in the Southampton area. At the time, I was the Ringwood Branch Manager. I was asked to move to Southampton and to job share with another branch manager as the Branch was moving to opening at 8:00 in the morning and closing at 20:00 at night. This meant that I could work a three-day week then work every other Saturday.

Spending quality time with my family

This worked very well as my co-manager Anthony is a Southampton FC supporter so when he went to a home game I would cover the Saturday. The working pattern also meant that I could spend quality time with my daughter (who was three at the time). I took her swimming on Fridays and we'd also go to the park, the New Forest or the beach. We always took a football with us too, something that would eventually change my life for the better.

“ A doctor told me that that by losing the weight I had probably added 20 years back onto my life... Had it not been for Barclays allowing me to spend time with my daughter to play football I may not have changed my lifestyle. ”

Dynamic Working has added years back onto my life

Some time ago, I weighed nearly 20 stone and joined Slimming World (with my wife for support). Together we changed our diets, meaning that I began to eat more fruit and drink more water. In two years, I lost eight stone and was featured on page three of my local Echo newspaper alongside my daughter with both of us wearing one of my old football shirts. One of my customers at the time who happened to be a doctor told me that that by losing the weight I had probably added 20 years back onto my life. Had it not been for Barclays allowing me to spend time with my daughter to play football I may not have changed my lifestyle, which lead to ultimately healthier living.

Working dynamically to suit myself and the customer

I am now a Premier Relationship Manager and branch-based but I work more flexibly than before. Seeing customers in their own space and comforts - in their home, during the evening or at events for example - allows me the opportunity to have quality time with them, so that I fully understand their needs and goals. In many cases, had I not left the branch, I would have lost the opportunity.

By making the process efficient for customers, they give us more. For example, a customer needed to organise an Executive Account. Being able to go and meet him outside the office and work outside of core hours meant the turnaround was extremely quick. He sent me a thank you and we were able to catch up over the Bournemouth and Man City match - he was really impressed as he met a player!

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Amber Marcy

Amber Marcy, a Vice President on the Americas HR Projects and Support team and began working remotely from home in August of 2015.

Please describe your Dynamic Working arrangement

I work from home on a permanent basis and travel from Buffalo, New York to the New York office about four times a year. I have had this arrangement for four years.

How have your team benefited from your working dynamically?

It created the stability for our team (my manager and direct reports) in engaging with me as it enables me to manage both personal and professional responsibilities with confidence. Personally, I have immense peace of mind knowing that I am able to consistently deliver on both my family commitments and work responsibilities. Professionally, it has empowered me to become a champion for colleagues – by sharing my experiences to assist in further shaping the US permanent WFH guidelines, engaging in global D&I initiatives, as well as being a resource for colleagues who are interested in formalizing a DW arrangement.

By working from home on a permanent basis, I am able to be highly productive and seamlessly operate within a global model. My ability to collaborate with other time zones is not hindered by an arduous commute and I am setup for success with a home office that enables me to focus with minimal distractions.

Would you recommend Dynamic Working to others?

Absolutely. It enables me to stay consistently engaged in all aspects of all my work. Dynamic Working applies differently to everyone and doesn't need to be uniform; it can also be ad-hoc in order to flex with life.

How did you approach your manager with the request?

I was proactive – researched policies, sought guidance from Employee Relations and engaged in a technology pilot. This approach enabled me to take ownership of the tools and resources that would make the arrangement a success. I established credibility and built trust in this arrangement.

What advice would you like to share?

Evaluate the role and be open-minded about if the role can work in the particular arrangement. If there are no obstacles in the actual role, then trust it will work and let everything else take its course (e.g. technology). Seek feedback from other Line Managers and colleagues who may have dealt with similar requests.

“Dynamic Working applies differently to everyone and doesn't need to be uniform. Evaluate the role and be open-minded about if the role can work in the particular arrangement.”

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Alex Poxon

Alex Poxon is a Senior Regulatory Oversight Manager in Barclays Corporate Bank's Risk Control and Regulation Management team. She's a Dynamic Working Champion and works remotely to manage the symptoms of her disability.

Managing health using remote working

My daily four-hour commute made it hard to manage my disability. I asked my Line Manager if I could work from home three to four days a week with the remainder in the office.

This really helps me with my health and fatigue. Working remotely makes sense for my role, too, as there are only three people in my office. The people I work with most are based elsewhere in the UK, Spain, India, and the US.

I got a lot of support to work dynamically

My Line Manager and I had a conversation about my working arrangements. He was fantastic and really supported me to work dynamically. He referred my request to HR, and they got in touch with AXA, who manage our private healthcare. AXA were brilliant. They came to my home to make sure that I had all the equipment and tools I needed to work remotely. I now have a foot stool, an ergonomic keyboard and mouse, and headphones so I can talk on the phone hands-free.

Becoming a Dynamic Working Champion

In 2017, I took on the role of a Dynamic Working Champion to raise awareness of the choices and benefits available to my colleagues.

The first thing I did was a presentation at our team meeting. My colleagues were surprised when I shared my story – they didn't know that I was unwell, but they've been even more supportive since. After that, I presented at our town hall meeting to about 200 colleagues based all around the world.

I'm always available to talk to my colleagues about Dynamic Working. I recently had a conversation with a colleague who just became a parent for the first time and wanted to know his options.

Advice for Line Managers

If you've got the right trust in place between yourself, your manager and your team, Dynamic Working is possible. Line Managers need to be open to different ways of working – don't just say no. Listen to people and find out why they want to work dynamically. People are often much more productive because of Dynamic Working. That's certainly the case for me, because I'm not spending four hours sitting on a train every day!

“ My Line Manager and I had a conversation about my working arrangements. He was fantastic and really supported me to work dynamically. ”

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Working parent

Mark Young: Taking a break to provide family support



Jacqueline Carter: Dynamic Working to retain valuable colleagues



Jane Ludden: Flexible hours to support new parents



Daniel Carter: Flexing my hours to care for my nephew and my dog



Craig Watterson: Working earlier and later to solve a childcare problem



Byron Diaz: Working from home to carry on coaching



Carolyn Crooks: Dynamic Working from another state to retain a valuable staff member



Sasha Wiggins: Managing life at home and at work



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Working parent

Steve Bardsley: Using technology to work from home



Ann-Marie Howard: Using technology and Dynamic Working to get more time with my daughter



Elizabeth Bailey: Dynamic Working to save time and motivate employees



Cheryl Aslett: Working together to sort out childcare



Helen Vieira: New mums working to fill a job vacancy



Nick Brand: Working from home to balance work and personal life



George Scotland: Dynamic Working to return to my hometown



Sally Hollands: Taking unpaid leave to spend the summer with my children



Type of Dynamic Working

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Travel

Working parent

Gavin Kay: Working dynamically and empowering my team



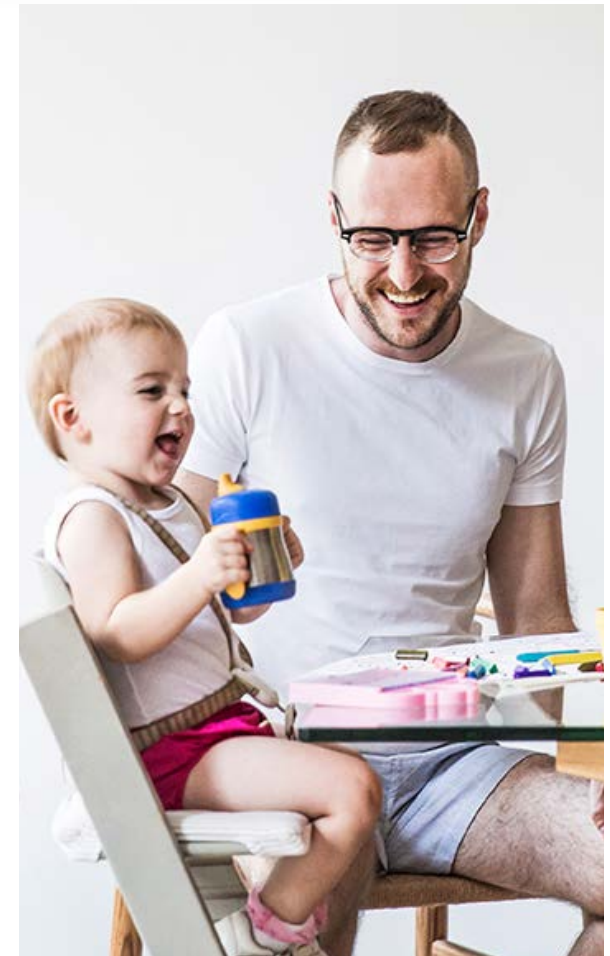
Dan Reed: Working dynamically to do the school run – and my best work



Simon Thorn: Dynamic Working to support my family – and my global team



Charlotte Haggard: Working Dynamically throughout an empowered career



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Mark Young

Relocating to be with my daughter

I'm a proud father, who thankfully got a career break to support my daughter at a pivotal time when she was struggling to cope in the environment she was in as she was approaching her GCSE exams. I was in a position financially where I could take a career break and relocate myself during the week to East Sussex so that my daughter could stay with me whilst completing her GCSEs.

Making decisions with help from Barclays

Upon deciding that I needed to provide the support, it was clear that the sooner I could the better and I suggested a six-month career break to my Line Manager. The wheels were set in motion straight away. The business understood my need given the circumstances and fully supported me. This allowed me to leave in line with the minimum four-week notice.

Dynamic Working to be there for my family

Taking the time out allowed me to provide the necessary practical and emotional support and be there for her at all times, rather than trying to juggle that and a demanding job at the same time. My daughter was relieved to have passed all her exams and was in a position to return to her mother's house to follow through with her further education.

“ The business understood my need given the circumstances and fully supported me. ”

Whenever I mention this experience to my friends and family, they are extremely impressed that a company can provide such dynamic support, allowing me to take the leave and return to the role I vacated. They were really flexible and even allowed me to come back into the business earlier than expected when the situation changed. This made me feel valued and has definitely created a feeling of loyalty.

I've now been working as a Product Manager in Sales for around 20 months and I have the opportunity to work from home 2-3 times per week. Most of my current team work in the office most days but they live a lot closer. They are aware of the nature of my role and understand my situation so I haven't had any issues or questions as to why I work the way I do. It makes me more productive and my work/life balance is great.

My advice for Line Managers is to focus on trying to understand different people's needs and circumstances whilst thinking about what works for them and the team overall.

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Jacqueline Carter

Advocating Dynamic Working to her team

Jacqueline Carter is a Barclays Branch Manager based in London. She oversees four busy branches and up to 85 people. Jacqueline is an advocate of Dynamic Working; she has worked dynamically herself and set up arrangements for her team.

Part of Jacqueline's role involves making sure all branches are open for business and that she has the right people in the right places. She also makes sure colleagues are engaged and leaders are doing what they can to make the work environment successful.

Using Dynamic Working to create successful working environments

Jacqueline believes there are all kinds of ways to create successful working environments: "I apply a logical and flexible approach so they feel comfortable enough to present their needs to me. We always set it up on temporary basis so both parties can see whether it works. For example, a colleague once asked to go down to part-time, but I knew finances were tight for her and so asked if she had worked it out. The reality was that after a couple of months, she came back to me and said it didn't work. Sometimes Plan B is better than Plan A."

She feels it's important to encourage development within the team, and that career progression and flexibility keeps colleagues healthy and engaged. In her experience, Dynamic Working has a part to play in this: "It increases productivity. Each case should be dealt with individually and the arrangement should benefit everyone."

Using her own experience to influence her decisions

When an employee, who was a single mother, was struggling to take her daughter to school and get to work on time, Jacqueline looked to find a solution. She remembered that 15 years earlier, when her children were young, she had had the same issue.

At that time, the concept of Dynamic Working didn't exist. While Jacqueline wanted to continue to work at Barclays, she felt the only way to manage her commitments to her children was to resign. However, her Line Manager didn't accept her resignation. Instead, her manager suggested she work dynamically; that she start work at 09:30 after taking her children to school and start early on the days that her children were with carers. The arrangement worked well and Jacqueline followed this work pattern for a year.

Her advice for others

Dynamic Working was an effective way to work for Jacqueline and she believes it can be for others as well. Her advice to people interested in Dynamic Working is 'always ask'. You may not get exactly what you ask for, but you might get a compromise. It comes down to open communication and using your time effectively.

Even though her previous manager has now retired, to Jacqueline she will always be her most inspirational colleague. Jacqueline still feels in her debt because she helped her keep her job. She now bases her own managing style on her previous manager's style.

“Dynamic Working is simply a more human way to manage people, commitments and time... I've been the beneficiary of Dynamic Working. Now, as a Line Manager myself, I've been privileged to pass that benefit on to my colleagues.”

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Jane Ludden

Helping working parents have more time with their children

I am a Director with a front office role in the Investment Bank who has taken maternity leave twice. Upon returning to work the first time, it was clear I would need more flexibility in my working hours in order to fit in with my very busy home life.

A working arrangement that works for me

I still worked five days a week, and on a Tuesday I was able to leave my desk by 17:00 and on a Thursday, I was not at my desk before 09:00. This working arrangement meant that I was able to pick up and drop off my child at nursery on those days.

New parents need more support – Dynamic Working helps

When I returned from my second maternity leave, I realised that I didn't want to work full-time anymore. My Line Manager and I planned how a part-time role could work and we started with a 6 month-trial. We then extended the trial before making it permanent. I now work three days per week, Monday to Wednesday. Had they not been so supportive, I don't think I would be where I am. HR has also been a huge help.

My Line Manager and I review how things are going and he makes sure everything is working well through our monthly 1-to-1s. It's all about compromise and open and constructive dialogue with your stakeholders, manager and colleagues.

“ I believe that there is not enough information or support out there for people returning from maternity leave and wanting flexibility in their work. I believe that this campaign, therefore, will open up people's minds to opportunities that they may not have thought were possible before. ”

I rely on others for my arrangement to work so it's important to be open and upfront. When I join a deal team I make sure colleagues understand my pattern and who to contact in my absence. People are generally very supportive and I feel lucky that I've been given the chance to make part-time working a success.

I believe that there is not enough information or support out there for people returning from maternity leave and wanting flexibility in their work. I think that a lot of people are under the impression that the choice, when returning from leave, is either to take on a part-time role or just continue on as they did before – with little leeway in between.

I believe that this campaign, therefore, will open up people's minds to opportunities that they may not have thought were possible before. Had Barclays said I couldn't work part-time, I would have looked for a new job. My life completely changed on becoming a parent and, at this stage in my life, I need the balance that Dynamic Working has given me.

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Daniel Carter

Dynamic Working to be there for my nephew

I previously worked in the Specialist Complaints, Advocacy Team at 1CP from 7:00 – 15:00. As I cared for my nephew and needed to leave the office to pick him up from school, my previous Line Manager supported me in finding a solution that worked for both myself and the business.

Dynamic Working works for me and my colleagues

I think that the flexibility within my role and my team/department was great, as it allowed me to complete my BAU work with no detriment to the business and maintain a good work/life balance. I believe that many people felt this way in my team/department, as there were many various working patterns.

In my new role in Group Brand Experience I work from home 1-2 days per week. I'm no longer a carer for my nephew but I do have a dog, and pets are demanding! Another time I've used Dynamic Working is when I was recovering from an injury. My Line Manager told me to work from home as I had all the resources I need - my laptop, my RSA token etc. - so there was no need to stress over making it in to the office.

Dynamic Working shouldn't just be offered to those with families or disabilities. It should be offered to everyone because we're a supportive business. It would be difficult if your employer didn't try to understand the way you'd like to manage your life - they should want to do what's best for us.

“ There is the myth that those who work from home aren't working but if you're a strong leader and you set your team up for success, they'll get the job done anywhere. ”

My advice for Line Managers to help remove the stigma

My advice for Line Managers is to trust your team and be open to the changes in the way we work. We are an innovative and tech-driven business so we need to follow that. There is the myth that those who work from home aren't working but if you're a strong leader and you set your team up for success, they'll get the job done anywhere.

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Craig Watterson

Making time for childcare and a full-time role at Barclays

With two young children, my full-time role at Barclays and my partner attending college, childcare was a problem for us. My partner's parents could no longer look after them due to ill health and so I asked my Line Manager about Dynamic Working.

Finding a solution that benefits me and Barclays

Barclays was very accommodating and we arranged that I would work a flexible schedule. On Monday and Thursday, I work 6am to 12pm and 4.30 to 6pm, Tuesday 1 to 6pm, off on a Wednesday and then Friday 6am to 6pm. The four remaining hours I do either on a Saturday or Sunday to suit Barclays.

The benefit to Barclays of the hours I do is that it helps with early and late coverage outside of 9 to 5. They used to have to pay overtime for people to come in early or work late, but I was able to take that work on, so overtime didn't need to be paid for three or four days of the week.

“ If I hadn't been able to work dynamically, I probably would have had to leave Barclays or reduce my hours considerably. So it's really good. ”

My advice for others

My advice to others is that as long as you're honest and open to your Line Manager, they will be honest and open back. That's the main thing. If I hadn't been able to work dynamically, I probably would have had to leave Barclays or reduce my hours considerably. So it's really good. Thank you to Barclays because it's a weight off our shoulders.

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Byron Diaz

Byron Diaz, a VP in Risk and Analytics, has been working at Barclays for over ten years and began working dynamically five years ago. In an interview, Byron describes how Dynamic Working helps him to keep up with his hobby of coaching soccer.

Working Dynamically to coach a youth soccer team

Coaching is a hobby of mine and I have been doing it voluntarily because I love coaching soccer at a youth level and seeing the players mature as soccer players.

The arrangement is to work from home twice per week on the days that I have to coach both my boys' soccer teams. This allows me to manage my work schedule accordingly based on the working hours I have arranged. I can plan my day better and I also save money on gas and close to four hours in total commuting time.

I can focus more on my work than before

Dynamic Working has a good impact on my productivity and I spend more time working when I'm home all day. It is privilege that is earned and should not be taken for granted. In return, I'm happy at work and thankful that the company has allowed me to keep up with my hobby of coaching soccer. In addition, my job performance continues to be at a high level - it's a way to say 'thank you' for allowing me to accomplish this.

I consider Dynamic Working a top requirement but you have to be disciplined, always available and have a lot of trust within your team.

Everyone benefits from Dynamic Working

Every few years you do have that itch to see what's out there but Dynamic Working is an important factor in keeping me here. I think the whole team benefits from working this way because they are more receptive to the idea of me being available earlier and more readily than, for example, being unavailable during times that would have been dedicated to commuting.

In addition, the team dynamic is positive when the team is allowed to work dynamically because there is a sense of commitment and good working relationships across each member of the team. This arrangement also helps boost morale by providing the team with a good work/life balance.

“ I'm happy at work and thankful for the company that has allowed me to keep up with my hobby of coaching soccer. ”

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Carer

Personal development
and studyPursuing other
interests

Religious duties

Wellbeing

Working parent

Travel

Carolyn Crooks

Working dynamically from a different state

Carolyn was Vice President within Equity Capital Markets and living in New York when her husband was offered a position in a different state. Together they decided he should accept this opportunity. It would involve them and their young children, aged two-and-a-half years and eight months, moving to Maryland – a four-hour journey away from Carolyn's New York City office.

Helping retain loyal colleagues

Carolyn had her own career aspirations, loved her job and wanted to stay at Barclays despite the move. She considered her options and felt the best scenario would be if she could commute to and from the office on set days and work from home the remainder of the week. This would enable her to continue in the job she loved while still being a present parent. She was apprehensive about asking but felt she had nothing to lose.

Her manager was very supportive. It was agreed they would trial this Dynamic Working approach for three months to determine if it worked for Carolyn, the team and Barclays. It did, and has continued to work through Carolyn having another child and taking the next step in her career: "Working dynamically enhances my productivity but I think it's more about longevity and how it has really allowed me to continue my career with Barclays."

Carolyn has now been working dynamically for more than ten years.

Managing her Dynamic Working pattern to benefit everyone

As a Managing Director, Carolyn has more control over her hours and has changed her Dynamic Working pattern to meet her new professional commitments. She now works away from home three or four days a week, and from home one or two days a week. By eliminating her commute on these days, she gains valuable time with her children. She can feed them breakfast and put them to bed. She can also work around the children's concerts, health appointments and volunteering for 25 minutes once a month to read with her daughter's class – something that a lot of parents who work locally can't do.

Her advice to you

People who work at competitors in New York tell Carolyn she's lucky to be able to work this way. She recognises this: "The biggest challenge may be distractions at home if you have a family but you have to be proactive. Create an office space to set boundaries. "

She identifies three important factors to Dynamic Working. Commitment - from the person working dynamically, Barclays and the team: "You have to be accountable and go above and beyond to make it work and be worthwhile, efficient and practical for the firm and yourself." Respect - for and from the rest of the team: "My Line Manager never doubts me and I never feel insecure." And open communication: "There is a blanket-level of trust. I am always reachable."

“ I believe in the people I work with and I really care about what we're doing. Dynamic Working has allowed to me to stay within this culture, continue to fulfil my career aspirations and be present with my family. ”

Type of Dynamic Working

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and studyPursuing other
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Wellbeing

Working parent

Travel

Sasha Wiggins

It's not where you work, it's how you work

Sasha Wiggins, Managing Director, is Group Chief of Staff. Not only is she an advocate for Dynamic Working, Sasha has worked this way since 2006.

Over the years, Sasha has achieved a lot of growth and success, progressing from Vice President to Director, to Managing Director, to Chief Executive and now to Group Chief of Staff. She also has two young children and, until recently, a family home in Dorset – and attributes much of her success to Dynamic Working.

A new working pattern to spend more time with her family

After her first child was born in 2006, Sasha was based in the Bournemouth office, close to her home and family. When asked to lead a team of private bankers in London, she agreed to work Monday to Thursday in the city, and Fridays from home. She had her second child in 2010 and her routine continued, which enabled her to spend more time with her children.

When she was promoted to Chief Executive in Ireland, Sasha wasn't sure she'd be able to work the same way. She expected to need to leave for Dublin at 4:30am on Mondays and not return until 10.30pm on a Friday night. However, her Line Manager was concerned about the impact this would have on her family and felt that more flexibility would help. He also wanted Dynamic Working to be successful as it was to be launched in the International Corporate Bank later that year.

Allowing the Chief Executive of the business to work dynamically ensured that she led by example. Sasha travelled between her home in Dorset and office in Ireland for six months before she and her family decided they would like to relocate there.

She wants to help her whole team work dynamically

Sasha has offered Dynamic Working to senior staff when their personal circumstances have required it. While some haven't taken it up, others have to varying degrees. As a business leader, Sasha feels it's up to her to help find ways for her team be successful.

She describes Dynamic Working as life changing and positively encourages it. When she started working with Jes Staley, it was a requirement: "I made it very clear that I needed to continue to work dynamically so that I could see my family. Jes' response was not to worry. He supports Dynamic Working and knows that I'm doing my job."

Dynamic Working has allowed Sasha to advance in her career: "If I couldn't work dynamically I would have a different role. I wouldn't work full-time in London as I would want to be much closer to home." She has two tips. Remain visible: "I work in exactly the same way when I am at home as when I am in the office. The only difference is that I make sure that I communicate with Jes and my team a lot more so that we remain that we are aligned." And remain flexible: "For example, I need to go to New York tomorrow to meet Jes and so I am working from home today instead. I have flexed my locations to accommodate this."

“ Nobody should be nervous about asking for Dynamic Working. Our culture facilitates arrangements to suit different people – whether you're male or female, with or without children. ”

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Carer

Personal development
and study

Pursuing other
interests

Religious duties

Wellbeing

Working parent

Travel

Steve Bardsley

Technology makes Dynamic Working easy

Working in the fast-paced world of technology is often difficult when you are a father of two. For me, Dynamic Working has really changed the way I work and contributes greatly to my work-life balance.

Working from home once or twice a week means I can do the school run every Thursday. My wife is able to work hours which differ to mine so we support each other - my quality of life is fantastic.

It is the technology provided by Barclays which makes working from home so easy and productive. I am always a couple of clicks away from the office, whether that is on campus using my computer or off campus where the technology really brings the experience to life! When I am at home, I can now use the 'My Access' service to connect to my computer. I am also able to access my emails, calendar and work files through the Good Services on my iPhone. Making a conference call is easy as well – through the use of the interval service – I can even perform a WebEx via my tablet!

All of these technology tools are great enablers for me personally, which enables flexibility in my home and work life.

“Dynamic Working has really changed the way I work and contributes greatly to my work-life balance.”

Flexibility is the key. Work comes first and so if I need to be in the office, I will be. Sometimes it's not convenient for me to work from home on a Thursday because the team need me and so I change it.

It's important to be in the office, as seeing colleagues adds value, and so I work my week so that I benefit from being home. For example, I will do data analysis and presentations when at home or even work in the evenings if I need to. I don't mind working late for projects because Dynamic Working is give and take - it makes me want to give more back.

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Ann-Marie Howard

Being a mother and working full time is no easy feat

My husband is a Fire Officer, with his shifts varying week to week – meaning that it has been difficult for me to have a regular work pattern around looking after our daughter.

Dynamic Working means I get more time with my daughter

The ongoing and unwavering support from my Area Director has meant that I have been able to work full-time through working dynamically. My usual work week consists of me going to Birmingham on Monday and working from home the other four days. I can balance my day and get to collect my daughter from school and take the dog for walks. Plus, there is a huge cost benefit as I don't have to travel.

“ The ongoing and unwavering support from my Area Director has meant that I have been able to work full time through working dynamically. ”

Technology means I can be flexible

My team is scattered across the country. Being given a Blackberry phone has made this transition even easier as it means I can always keep an eye on my emails wherever I am. The bank gets more out of me as I'm on my laptop more and work longer hours. Such flexibility means that I can create an excellent work/life balance.

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Travel

Elizabeth Bailey

Working with my Line Manager to find a solution

Having been made redundant from my previous company as I went on maternity leave, I was looking for a career opportunity that would not only stretch and challenge me professionally, but also allow me to share the care of my two young children. A friend (and former colleague) called to say there was a new role in her department and I would be perfectly suited. On finding out more, the role sounded amazing, apart from one thing: it was based in Northampton and I live in Sutton Coldfield, over an hour's drive away. I had an open discussion with the person who was to become my manager and we agreed on a pattern of work where I'd work from home three days a week and commute into the office on the other two days.

Dynamic Working has motivated me

Dynamic Working has worked fantastically for me. This is my fourth role while working dynamically and I have been promoted during that time so it hasn't held me back. I am currently Director Business Control – Physical & Virtual Channels and I wouldn't be able to have such a senior role without it. I now work from home four days a week with two short days (9.30am to 3pm) and I see my team at 1 Churchill Place once a week. Wednesday is the perfect day to break up being at home, as I do need that contact, but I am flexible. I will re-arrange childcare to attend monthly meetings with stakeholders if I have to. Barclays makes adjustments for me and I do the same as it's a two-way thing.

“I've been extremely impressed at Barclays' approach and commitment to Dynamic Working, and in return it's meant I'm highly motivated and committed to Barclays for the long-term.”

As my son has autism, working dynamically means I can care for him while managing my deadlines. I also don't mind working in the evening as I have the flexibility to take time off to manage my own medical conditions. I can manage the whole work/life balance.

I've been extremely impressed at Barclays' approach and commitment to Dynamic Working, and in return it's meant I'm highly motivated and committed to Barclays for the long-term.

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Working parent

Travel

Cheryl Aslett

Dynamic Working for working parents

I have been working dynamically over the last 12 years, including working in different locations in London and working as part of a job share. Thanks to the support from Barclays, I previously had a job share arrangement with my colleague Karen.

We were both working mums with seven children between us. Dynamic Working allowed us to change our working arrangements depending on which branch we had been in. For example, at one point I worked 25 hours per week across four days and my colleague worked 28 hours per week across four days. Thanks to the support of our Line Managers we always found a working pattern that suited us and allowed us to remain close to the business.

Making sure that colleagues have the right work/life balance

Karen and I are advocates of Dynamic Working and welcomed three members of staff back from maternity leave when we worked together. I understood that their circumstances had changed since becoming parents by remaining in contact with them during their maternity leave. Upon returning, all three worked key-time hours across five days a week, including Saturdays, and it was great to see that they had the right home/work life balance for each of them.

Supporting the changing needs of your personal and professional life

Now my children are getting older, I'm looking to increase my hours to 35 (full-time) per week. I currently work 29.75 hours per week around school runs as follows: Monday, Weds, and Friday 09:30 - 15:00 and Tuesday, Thursday and every other Saturday 09:30 - 16:00. I still pick up calls and emails once I leave the branch and respond to anything urgent so my team know I am still contactable.

My Line Manager is very supportive - he is aware of my childcare situation and always accommodates hospital appointments for my son. You have to be open about your circumstances and think about how you can make Dynamic Working work for both yourself and the business.

“ We were both working mums with seven children between us. Thanks to the support of our Line Managers, we always found a working pattern that suited us and allowed us to remain close to the business. ”

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Helen Vieira

Four longer days means more flexibility for colleagues and clients

Helen Vieira is a Relationship Manager in Overseas Services, based in Jersey. Dynamic Working has allowed her to continue working at Barclays after she became a parent, benefiting not just her family, but Barclays' clients too.

Job sharing after maternity leave

I had a baby a few years ago and when I was looking to come back from maternity leave, I wanted to work part-time initially. There was another new mum, Aileen, who was also returning to work and a job share was suggested. The Line Manager discussed with us how the job share would work – it was really flexible in terms of what we needed. We agreed that we would both work three days a week, generally between 8 and 4. I worked Monday to Wednesday and Aileen worked Wednesday to Friday so we both did more than half the role.

Changing to compressed hours

When Aileen decided to leave, I asked my Line Manager, Adele, if I could take on the role full time but with flexibility in the days I was in the office. It was precious to me to have one day a week to spend with my son. So, I now work five days compressed into four. I tend to work 7.30 until 5, and one day a week I work a little bit later. Having one day in the week with my son is a life choice for me and being able to do that is brilliant.

It's had a positive effect on how I work

There's no time for not doing things efficiently. The way I approach things now is very different to how I was doing it as a 9 to 5 role. I have an account executive that works with me, and it's important to build a really strong relationship with them because on a Friday they are the point of contact for my clients.

It's allowed me to stay with Barclays

I like the ethos of Barclays, so I wanted to find a way to stay in the Barclays family after my maternity leave. If I hadn't found something part-time here, I would have had to find something elsewhere.

It was encouraging to see there are lots of different options with Dynamic Working when I requested compressed days. It's working well and I don't feel I'm treated any differently at all. The support is exactly the same as when I was a full-time employee.

We've only had positive comments back about my Dynamic Working. There's definite understanding of the situation and my clients, family and friends are impressed that I've got that option and flexibility available to me from Barclays.

“ I now work five days compressed into four. Having one day in the week with my son is a life choice for me and being able to do that is brilliant. ”

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Working parent

Travel

Nick Brand

Dynamic Working to cover childcare breakdowns

Dynamic Working can help us strike a balance between our work and personal lives, enabling us to achieve both personal and professional aspirations whilst also enhancing our wellbeing.

The EMEA Equities HCP team previously ran a series of interviews with colleagues across the floor to understand how members of the team handle Dynamic Working both from an employee and Line Manager perspective.

Nick Brand, Managing Director, FiRM at the time, was the first person to share his Dynamic Working experience and recently provided an update.

How do you manage your work/life balance?

In my previous role, I sometimes needed to dedicate time to reading a large number of documents and presentations. Being able to do this from home meant I could really focus on the task at hand without being interrupted.

I'm now Chief of Staff, so the type of work I do has changed. I work from home slightly less but as I work long hours - I sometimes flex them, coming in later if I need to. The fact that so many senior people work dynamically is great. It allows you to better organise your life and so, in theory, it makes you more productive.

There are also times when I need to take time out of the office or work from home for personal reasons – when my kids have a planned event or if our usual childcare arrangements break down. My work is mentally intense and so knowing that I still have time to spend with my family creates that balance.

How do you manage requests from your team to work dynamically?

Where possible I make sure that as a team we can support these requests. There are always times when team members need to take time out of the office to look after their children, visit family members, take part in volunteering etc. – both planned and unplanned. For example, a colleague worked in Scotland last week because her mother had an accident. We keep each other informed of where we are so it works well.

On a more permanent basis, I've recently hired someone in the US on a Formal Flexible Working Agreement so they can continue to focus on aspects outside of work which they are involved in. Whilst this is a formal arrangement, there is an element of flexibility on both parts to ensure this works for the role and the team.

What tips can you provide to employees wanting to work dynamically?

The key here is to be open and honest with your Line Manager - as long you do the work, it doesn't matter when or where. Try to plan ahead and clear things with your manager and the rest of your team as far in advance as possible.

“ Dynamic Working can help us strike a balance between our work and personal lives. ”

Type of Dynamic Working

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Line Managers

Carer

Personal development
and study

Pursuing other
interests

Religious duties

Wellbeing

Working parent

Travel

George Scotland

Dynamic Working to return to my home town

I am a country lad at heart who went to London with a five-year plan and 16 years later have finally managed to find my way back home. To return to Somerset was first and foremost a life decision for my family in order to be closer to loved ones and provide a similar childhood for my kids that I had enjoyed growing up. If I am honest, when we first made the decision to move, I wasn't sure how it was going to work professionally.

I can now say it hasn't affected my performance at work at all, or my team's ability to get the most out of me. They know where I am at any point in time and can always contact me. In fact, I am a firm believer that happy people make better work and my new-found work/life balance has definitely made me and my family happier.

It breaks up a brutal commute

I commute to 1 Churchill Place from a little village called Freshford in Bath. I stay up in London two nights a week, working normal hours Monday – Friday but working from home on the Wednesday. As Group Brand Activation Director my role job is based on team work. It's creative and so I like being in the office to speak to people and share ideas. The Wednesday setup breaks up the commute and I use this day to work on admin and complete tasks where I need to focus without distraction.

My advice for others

It's primarily up to the individual to actually make it work. One of my top tips is clear communication to the people around you of what you are doing and really keeping to it. You have to have a plan and stick it. For example, I have an established pattern now and I make sure everyone knows where I am at any point in the day and I am always contactable. It's impressive how quickly people adapt when they know the score and how it just becomes a way in which we get things done.

I feel lucky to work for a progressive employer like Barclays in this space and will continue to do everything possible to thrive in the organisation moving forwards.

“ One of my top tips in making it actually work is clear communication to the people around you of what you are doing and really keeping to it. ”

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Travel

Sally Hollands

Dynamic Working to spend the summer holiday with my children

I previously worked with the Diversity & Inclusion team to launch the Dynamic Working campaign 'How do you work your life?' across Barclays. The campaign aimed to inspire colleagues to think about how they can integrate their work and life better, and show how Barclays supports flexible working.

Being so close to the campaign made me think about my own work/life balance and how much I missed my children during their long summer holiday from school. It had turned into a juggling act of holiday clubs, trips to Granny's and favours from friends. I spoke to my manager about how I was struggling and I put a proposal together to have the month of August off as unpaid leave. August is (usually) our quietest time – my stakeholders are mainly on holiday and my team don't tend to take time off then.

It's transformed the way I work

My manager was hugely supportive and was brilliant in getting it agreed with the head of department and HR. I now also only work four days a week. This arrangement makes me a lot more productive as I have a finite amount of time to complete my work which makes me very focused.

I think it's a real shame that people who don't have this opportunity have to reduce their career aspirations. As Director, Head of Employee Communications for Group, I get to have an interesting career with a wonderful team of people but I also get to do the school once a week, see my children's teachers and be present at home.

It has totally transformed my working life and we're a much happier family for it. Being able to focus on my personal life is great for my wellbeing. For example, I tend to do some fitness or see friends on my day off and so my time is very balanced. I know lots of people outside Barclays who don't have the opportunity to work dynamically.

The whole team benefit from me working dynamically

It has also been a great development opportunity for my team, who do a wonderful job in keeping everything going until I get back. They get more opportunities. For example, while I was away in August, my new boss was able to work with each member of my team directly. They got to know each other well.

My advice for colleagues is to stick to the arrangement and deliver your tasks within the agreed parameters. The more you do this, the more your team will trust you and as a result, you can trust them.

“ Being so close to the campaign made me think about my own work/life balance and how much I missed my children during their long summer holiday from school. It has totally transformed my working life and we're a much happier family for it. ”

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Travel

Gavin Kay

Working across locations

Six months ago, I worked primarily in Northampton, which is a distance away from my home. This meant I never picked up my children from school and I spent a lot of time driving on the M1.

Once I got to Director level, I wanted to be able to stay ahead. With flexible location-based Dynamic Working, I now split my time between London and Northampton and work from home or 1 Churchill Place on a Friday, depending on childcare arrangements. I've always given a lot to the company and you need flexibility to operate effectively. It gives me the head space I need.

Most of my team work in Northampton, so it can get quite frantic with meetings and desk-side conversations. Working from a different location means I have more time to plan and strategise without disruption. I also spend much more time with my children and less time working at weekends.

It furthers the team too

My working from elsewhere has gradually given the team more empowerment – they're more visible to stakeholders. I've seen no negative impact to the team's performance or productivity. I also actively encourage colleagues with big workloads and high levels of stress to work from home if it helps them.

Be flexible about your request

My advice for others who are considering working dynamically is to think about what you're asking for and have an open conversation with your Line Manager. Although we actively encourage Dynamic Working, it's not a given. Think about your team and be prepared to be offered something different to your initial request.

“ It gives me the head space I need. Working from a different location means I have more time to plan and strategise without disruption. ”

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Travel

Dan Reed

Finding a balance

My Dynamic Working pattern is two days in Northampton, two days in London and one day from home. Both offices offer something different. 1 Churchill Place is where I go and accrue work, Northampton is where I do work – and my home is where I don't get disturbed. I'm more productive working this way.

From a personal perspective, Dynamic Working means I'm more present with my family. I usually leave for work before my son wakes up and get back after he's gone to bed. When I work from home and nearer to home, I get to play with my son, prepare him for school and take him in in the morning. Sometimes we go for an ice cream, but then I make up the time when he's in bed. I value this time together – Dynamic Working is not something money can substitute. It gives me a nice work/life balance and I use my hours wisely. It also allows me to pursue non-work interests – for example, basketball.

Changing how we measure performance

I am very open with my team about my Dynamic Working. They always know where I am and I'm always contactable. They also feel comfortable to approach me and discuss their Dynamic Working needs. I encourage them to work dynamically as long as they are committed and deliver what's expected.

As Head of Platform Delivery, I manage both informal and formal Dynamic Working within my team. It helps me look at results-based performance, not time-based performance. I've had Line Managers and HR ask, "How do I know they will do the work?" and the answer is simply by looking at the results.

Spreading the word

My tip for colleagues would be to speak to Dynamic Working Champions to start a conversation. I'm also more than happy to speak to Line Managers who are a bit nervous about having the talk or want to know more about the benefits. Lastly, I'd like to say it's also really nice to see Directors and Managing Directors work dynamically as this embodies the values.

“Dynamic Working helps me look at results-based performance, not time-based performance.”

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Travel

Simon Thorn

Managing personal commitments

While I prefer to be in the office, I live far from it. Dynamic Working gives me flexibility to sometimes work from a different location. I can choose when and how to work more.

Working remotely means I can spend my commute time going for a run, for example, and fit in what's important to me as a father and husband. My wife is currently recovering from an accident, and Dynamic Working allows me to support her – plus it's great for mundane things like basic chores, going to the dentist and managing my home life in general.

Another example is that my daughter started senior school this week. Working from home meant I was able to take the time to take her to school and settle her in in the afternoon. I can then catch up on any work over the weekend.

Keeping connected and productive

In my role as the BX Chief Compliance Officer, I have a very global team who also work dynamically. They understand and are very used to the technology we use to stay connected and work as a team.

I find I work more solidly out of the office – in the office it's very easy to get distracted. I hope others seeing senior colleagues like myself working in this way creates an environment where they feel confident enough to follow suit.

For Line Managers who are taking Dynamic Working requests from their team members, I'd emphasise the importance of a constructive conversation and agreeing any parameters. The possibility of working in this way may not be so clear in some roles, so the conversation needs to be positive in terms of how we can actively support it.

For colleagues who want to work his way, I'd tell them that the one thing that's not negotiable is productivity. We have to do what we're expected to do. Dynamic Working is about allowing you to manage your life in a way that gives you real balance, while remaining productive. Also, make sure you know how to use the technology and are set up at home.

“ I can choose when and how to work more. I hope others seeing senior colleagues like myself working dynamically helps them feel confident enough to follow suit. ”

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Charlotte Haggard

Working around commitments

I've worked at Barclays for over 12 years and Dynamic Working has become more important to me with time. When my children were young, I worked four days a week so I could take them to and collect them from school one day a week. I now work five days a week, working from home once a week. I also sometimes start early and finish early, and then continue in the evening. For example, if I finish at 4pm, I will log on in the evening as I know my colleagues in the office have put in a full day.

Having a day working from home allows me to miss the commute – coming in early every day takes a toll, so I enjoy the lie in. I also work from home more during the school holidays but I don't abuse it.

Being prepared and supportive

Personally, I can use Dynamic Working to support life events. For example, I am a project manager and when a project came to an end in April, I was able to take several weeks off when my son was doing his GCSEs. I wanted to give him my full support with his revision preparations, and this arrangement allowed me to do that.

I was nervous about telling my stakeholders but they understood and were very supportive. I created a handover plan for the colleagues who covered for me as you have to be prepared. My team have always supported Dynamic Working as many of us use it. We understand each other and always try to accommodate one another.

I have colleagues in my team who all work differently: one comes in early and leaves early, working from home is very typical, and some work dynamically on set days whilst others don't. You have to have that flexibility because the challenges in our personal lives are not always on Tuesdays.

We always share Webex invites for meetings so there is no discrimination if someone is not in the office. I have some team members in India, Northampton and Radbroke, and so if I can work successfully with them, then I can work successfully with my team working dynamically from the UK. Location really shouldn't matter.

Transparency and clear expectations

Productivity really isn't affected by working dynamically and I'd say working remotely twice a week has become more acceptable recently. It means there are less chats around the office but you just have to be more structured. We shouldn't see difficulties as a problem but rather find a solution.

My tip for colleagues who want to work dynamically is to be transparent so that your colleagues know where you are. Skype, Webex, and being able to forward phone calls are all great tools. And to Line Managers I'd say issue clear expectations regarding work so that your team know what their deliverables and deadlines are. There is flexibility, but the work must still be done.

“ Some work dynamically on set days whilst others don't. You have to have that flexibility because the challenges in our personal lives are not always on Tuesdays. ”

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Travel

Kate Jessop: Taking a break to travel the world and re-focus



Sharon Davies: A career break to gain cultural awareness



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Kate Jessop

Taking a break to travel the world

I'd been working for Barclays for 17 years when my husband and I'd discussed the possibility of a career break in order to travel the world.

Planning the journey

The first steps I took in securing this career break were to follow the guidelines provided by HR. The initial step was to agree the career break with my Team Leader and to write a business case, outlining why I was applying for a career break, the operational cover arranged and the benefit to the area that I work as well as myself.

Getting organised well in advance

The guidelines were easy to follow and the support from my Team Leader was fantastic, making the process swift and my application was approved four months in advance of the proposed career break.

Time to focus and reflect

I was able to travel with my husband to Australia, Las Vegas and Hong Kong. I visited some fantastic places and was able to re-energise. It was also a great opportunity for me to reflect on my career with Barclays and whether I saw myself seeking opportunities outside of the Bank. The time enabled me to make the decision that Barclays is great company to work for and I could forge the career I wanted within the organisation.

“ The guidelines were easy to follow and the support from my Team Leader was fantastic. ”

Altering my work pattern to suit myself and the business

As a Director at Radbroke, I'm the most senior person representing Procurement in this office location. I am based in an open office and I like to be in and amongst the team, collaborating and communicating with them, however this means I get a significant number of interruptions throughout the day. Working from elsewhere sometimes enables my productivity to be greater.

It also helps support my wellbeing. Little things make a big difference. I had a foot operation earlier this year which sometimes made getting into the office challenging, however the support I had to work flexibly really helped.

As Line Managers, we have to remember we are operating within an organisation that has responsibilities to the Shareholders, whilst also working to address the needs of the colleagues. Meeting both needs is what will make Barclays a great place to work.

Type of Dynamic Working

Reason for Dynamic Working

Line Managers

Carer

Personal development
and study

Pursuing other
interests

Religious duties

Wellbeing

Working parent

Travel

Sharon Davies

Dynamic Working to get the most out of life

A few years ago I was diagnosed with breast cancer. It was a profound and life-changing experience. I decided to change certain aspects of my life, to become healthier and to challenge myself to make sure I am living life to the full.

A career break to gain cultural awareness

Having studied Spanish for the past year at the time, I decided that in order to gain fluency, as well as cultural awareness, a career break to South America was in order.

Getting ready for a relaxing break

After speaking with my Line Manager, I was approved for a four-month career break so that I could study Spanish, do my yoga teaching training and generally take some time for myself.

Dynamic Working affords colleagues across the bank an opportunity to work in an environment that keeps them happy and productive, plus it allows them to have a life alongside their job. It gave me the flexibility I needed when I was being treated for cancer and now allows me to manage my physical and mental wellbeing by flexing my hours - it reduces stress quite dramatically!

“ It gave me the flexibility I needed when I was being treated for cancer and now allows me to manage my physical and mental wellbeing. ”

Type of Dynamic Working

|

Reason for Dynamic Working

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Line Managers

Line Managers



Line Managers

Jacqueline Carter: Advocating Dynamic Working to her team



Steve McDowell: Making Dynamic Working possible for a trading team



Adele Bohlen: Improved customer service for international clients



Nicholas Aractingi: How Dynamic Working works within a front office team



Susie Ralph: Balancing the needs of the team and customers



Sasha Wiggins: Managing life at home and at work



Nick Brand: Working from home to balance work and personal life



Sally Hollands: Taking unpaid leave to spend the summer with my children



Line Managers

Gavin Kay: Working dynamically and empowering my team



Dan Reed: Working dynamically to do the school run – and my best work



Simon Thorn: Dynamic Working to support my family – and my global team



Charlotte Haggard: Working Dynamically throughout an empowered career



Jacqueline Carter

Advocating Dynamic Working to her team

Jacqueline Carter is a Barclays Branch Manager based in London. She oversees four busy branches and up to 85 people. Jacqueline is an advocate of Dynamic Working; she has worked dynamically herself and set up arrangements for her team.

Part of Jacqueline's role involves making sure all branches are open for business and that she has the right people in the right places. She also makes sure colleagues are engaged and leaders are doing what they can to make the work environment successful.

Using Dynamic Working to create successful working environments

Jacqueline believes there are all kinds of ways to create successful working environments: "I apply a logical and flexible approach so they feel comfortable enough to present their needs to me. We always set it up on temporary basis so both parties can see whether it works. For example, a colleague once asked to go down to part-time, but I knew finances were tight for her and so asked if she had worked it out. The reality was that after a couple of months, she came back to me and said it didn't work. Sometimes Plan B is better than Plan A."

She feels it's important to encourage development within the team, and that career progression and flexibility keeps colleagues healthy and engaged. In her experience, Dynamic Working has a part to play in this: "It increases productivity. Each case should be dealt with individually and the arrangement should benefit everyone."

Using her own experience to influence her decisions

When an employee, who was a single mother, was struggling to take her daughter to school and get to work on time, Jacqueline looked to find a solution. She remembered that 15 years earlier, when her children were young, she had had the same issue.

At that time, the concept of Dynamic Working didn't exist. While Jacqueline wanted to continue to work at Barclays, she felt the only way to manage her commitments to her children was to resign. However, her Line Manager didn't accept her resignation. Instead, her manager suggested she work dynamically; that she start work at 09:30 after taking her children to school and start early on the days that her children were with carers. The arrangement worked well and Jacqueline followed this work pattern for a year.

Her advice for others

Dynamic Working was an effective way to work for Jacqueline and she believes it can be for others as well. Her advice to people interested in Dynamic Working is 'always ask'. You may not get exactly what you ask for, but you might get a compromise. It comes down to open communication and using your time effectively.

Even though her previous manager has now retired, to Jacqueline she will always be her most inspirational colleague. Jacqueline still feels in her debt because she helped her keep her job. She now bases her own managing style on her previous manager's style.

“Dynamic Working is simply a more human way to manage people, commitments and time... I've been the beneficiary of Dynamic Working. Now, as a Line Manager myself, I've been privileged to pass that benefit on to my colleagues.”

Steve McDowell

Making Dynamic Working possible for a trading team

I've taken on the challenge. We are a team who it might be assumed couldn't work dynamically because of security and compliance issues. But we've managed to do it.

My message is always: "Are you telling me that every single day of your working life, the most efficient place for you to be is the few square feet of your desk?" I refuse to believe that's the case because sometimes it can be very hard to concentrate and there are distractions on the trading desk.

We always agree any flexibility in advance. As our roles require a lot of supervision due to heavy regulations, we save up research, reports and PowerPoint decks to work on remotely. And if someone needs to make trades but isn't in the office, they ask someone on the actual trading desk to place the trade for them.

It's very heartening when someone works dynamically for the first time, and the next day they're saying, "It's great." Everyone gets more enthusiastic about it.

I can see a more positive outlook around the work/life balance. It's a cliché but it's true; we can work remotely and we can work better. You don't always work better when you're at your desk. I think people are slowly starting to accept this and it's a definite morale booster for colleagues.

“ I can see a more positive outlook around the work/life balance. It's a cliché but it's true; we can work remotely and we can work better.”

Adele Bohlen

Improved customer service for international clients

Adele Bohlen is Director of Fiduciaries in Overseas Services. She's based in Jersey with her team of 12 colleagues. When Adele joined Barclays she brought experience of Dynamic Working with her.

The benefits of compressed hours

My team is client facing, so I need to make sure that coverage is right for clients, but also right for the organisation and colleagues.

Working dynamically brings benefits. For example, Helen works compressed hours of five days in four. This helps to better service clients either side of our core hours and gives us a bit more flexibility in coverage of phones. And it gives junior colleagues the opportunity to step up one day a week to get involved in things that they perhaps otherwise wouldn't.

Flexibility to service international clients

While core working hours are 9 to 5, in this day and age it doesn't always work like that if you need to deal with international clients. This week, for example, we've been struggling with a payment and Helen was in the office until about 7pm sorting it out. But because she was expecting to work late, that was fine; whereas it might not have been if it was another member of the team.

I think you would get tensions if it was perceived that someone working compressed hours was not playing their part, but Helen's an excellent member of staff and a great asset. And the team see that, which is great.

Dynamic Working is the right thing to consider

I've worked in the finance industry for a long time and I think it's the right thing to consider. With the payback it gives to the client, the business and the individual, for me it's a win-win. I've had people wanting to work dynamically to allow them to travel more, some for educational needs, and now at Barclays within my team it's predominantly for child or parental care.

Some people are apprehensive about asking to work dynamically, some haven't really thought it through, and then there are those who have a really robust plan. A lot of people don't take into consideration that reducing their hours means their salary is going to reduce as well. So, they have to decide whether the reward for the time off versus the impact on their salary is something they're prepared to accommodate.

My best advice for others

Think of what's possible. Talk to the individual about the added value and what the business would get from them as a result. Keep an open mind because Dynamic Working really can work very well for all parties – the individual and the business.

“ You know what it was that they were already giving to the business, so what would you lose if they didn't have this opportunity? ”

Nicholas Aractingi

How Dynamic Working works within a front office team

Nicholas Aractingi is a Director in EFS Solutions, working in the Origination and Investment Strategy team based in London. His small team is responsible for creating investable indices, which involves day-to-day client contact.

My introduction to Dynamic Working

I had seen the new Dynamic Working campaign on the intranet a few Yyears ago and I went to one of the Line Manager clinics to learn more. I got quite a few tips there and that made it easier to have conversations with colleagues and work out the best way for them to work dynamically.

Finding a solution for James

James came to me to talk about Dynamic Working because he was launching his own business idea, and he wanted more time to spend on it by working a three-day week. We hadn't done this before, but there were concerns.

We work on the trading floor, which is a front office job, so it's not easy to have someone working part-time. I also had to find out whether there were any restrictions on running a business and working at Barclays at the same time. And then, of course we needed to find someone to cover the work on the two days that James wasn't here.

“ We want people who are happy to come to the office but also happy to do whatever they do the rest of their time. ”

How it works for us

When James worked full-time, we were a bit understaffed, so when he started working part-time we hired a full-time graduate. She and James don't do the same job but they are complementary. She follows up on the topics that James is working on when he's not here.

Now that James is working dynamically, he's super motivated. It's allowed him to work on his role here and his business idea without losing out. It's a win-win. I think he feels that we're open-minded and that the team is behind him, and it's had a big impact, which is very positive.

If he hadn't had this opportunity, he might have had to choose between his start-up and the role at Barclays, so we might have lost him. I think Dynamic Working shows that Barclays is flexible and that we care about the balance of each individual.

My best advice for others

Be open-minded and see what's the best solution for the colleague and the business on a case-by-case basis. And communicate a lot – for us the work has been more organised because we've had to let people know, not just in our team but others we interact with, such as traders. Finally, as a manager, if anyone asks a question about your colleague's projects when your colleague is not available, you need to be able to answer it.

I really hope we'll see more Dynamic Working within the team in the future.

Susie Ralph

Susie Ralph heads up the Relationship Support Team for Barclays Asset Finance, managing 50 customer-facing colleagues in Basingstoke. Dynamic Working has helped her balance the needs of her team and customers.

We share the load

A big thing we try to push as part of a team is give and take. If one of my team has a child's sports day to go to, I won't ask them to make that time up because I know if we have a day that's really busy, while their finish time is 5pm, they will stay until that transaction is finished. That 'give and take' flexibility is now fully embedded in our culture.

Holding on to a valued colleague

There are so many reasons why people might want to work dynamically – it's not just for colleagues with childcare commitments. Emily, a valued member of my team, needed to relocate to be with her partner. Instead of losing her skills, experience and enthusiasm, we worked out a way for her to do the same role from a different branch. For me, that's true Dynamic Working – because she's still part of the team, she's just not in our Basingstoke office.

Dynamic Working works for our customers

It's our job to provide an end-to-end experience for our customers. But that doesn't simply mean making sure there's always someone on the end of the phone. It also means having motivated, loyal staff who can respond to their changing needs.

We tend to have busier periods at the end of a month or quarter. By offering my team Dynamic Working options that allow them greater flexibility, I know they'll be motivated to step up when I need them, without me needing to ask. When we changed over to a new system on a Sunday I had the entire team here – that's the kind of commitment I can expect.

My best advice

Ask your team when they want to work dynamically and get them to tell you how they'd make it happen. It's much more effective than trying to dictate to them. As long as you set expectations for each other, and you're constantly catching up, it can work really well.

We haven't had any concerns from our customers since we started working dynamically. In a front office role, you have to be really open about letting customers know they'll be dealing with more than one person. But they shouldn't worry, as you have a handover system in place to make sure everyone knows what's going on.

“ By offering my team Dynamic Working options that allow them greater flexibility, I know they'll be motivated to step up when I need them, without me needing to ask. ”

Sasha Wiggins

It's not where you work, it's how you work

Sasha Wiggins, Managing Director, is Group Chief of Staff. Not only is she an advocate for Dynamic Working, Sasha has worked this way since 2006.

Over the years, Sasha has achieved a lot of growth and success, progressing from Vice President to Director, to Managing Director, to Chief Executive and now to Group Chief of Staff. She also has two young children and, until recently, a family home in Dorset – and attributes much of her success to Dynamic Working.

A new working pattern to spend more time with her family

After her first child was born in 2006, Sasha was based in the Bournemouth office, close to her home and family. When asked to lead a team of private bankers in London, she agreed to work Monday to Thursday in the city, and Fridays from home. She had her second child in 2010 and her routine continued, which enabled her to spend more time with her children.

When she was promoted to Chief Executive in Ireland, Sasha wasn't sure she'd be able to work the same way. She expected to need to leave for Dublin at 4:30am on Mondays and not return until 10.30pm on a Friday night. However, her Line Manager was concerned about the impact this would have on her family and felt that more flexibility would help. He also wanted Dynamic Working to be successful as it was to be launched in the International Corporate Bank later that year.

Allowing the Chief Executive of the business to work dynamically ensured that she led by example. Sasha travelled between her home in Dorset and office in Ireland for six months before she and her family decided they would like to relocate there.

She wants to help her whole team work dynamically

Sasha has offered Dynamic Working to senior staff when their personal circumstances have required it. While some haven't taken it up, others have to varying degrees. As a business leader, Sasha feels it's up to her to help find ways for her team be successful.

She describes Dynamic Working as life changing and positively encourages it. When she started working with Jes Staley, it was a requirement: "I made it very clear that I needed to continue to work dynamically so that I could see my family. Jes' response was not to worry. He supports Dynamic Working and knows that I'm doing my job."

Dynamic Working has allowed Sasha to advance in her career: "If I couldn't work dynamically I would have a different role. I wouldn't work full-time in London as I would want to be much closer to home." She has two tips. Remain visible: "I work in exactly the same way when I am at home as when I am in the office. The only difference is that I make sure that I communicate with Jes and my team a lot more so that we remain that we are aligned." And remain flexible: "For example, I need to go to New York tomorrow to meet Jes and so I am working from home today instead. I have flexed my locations to accommodate this."

“ Nobody should be nervous about asking for Dynamic Working. Our culture facilitates arrangements to suit different people – whether you're male or female, with or without children. ”

Nick Brand

Dynamic Working to cover childcare breakdowns

Dynamic Working can help us strike a balance between our work and personal lives, enabling us to achieve both personal and professional aspirations whilst also enhancing our wellbeing.

The EMEA Equities HCP team previously ran a series of interviews with colleagues across the floor to understand how members of the team handle Dynamic Working both from an employee and Line Manager perspective.

Nick Brand, Managing Director, FiRM at the time, was the first person to share his Dynamic Working experience and recently provided an update.

How do you manage your work/life balance?

In my previous role, I sometimes needed to dedicate time to reading a large number of documents and presentations. Being able to do this from home meant I could really focus on the task at hand without being interrupted.

I'm now Chief of Staff, so the type of work I do has changed. I work from home slightly less but as I work long hours - I sometimes flex them, coming in later if I need to. The fact that so many senior people work dynamically is great. It allows you to better organise your life and so, in theory, it makes you more productive.

There are also times when I need to take time out of the office or work from home for personal reasons – when my kids have a planned event or if our usual childcare arrangements break down. My work is mentally intense and so knowing that I still have time to spend with my family creates that balance.

How do you manage requests from your team to work dynamically?

Where possible I make sure that as a team we can support these requests. There are always times when team members need to take time out of the office to look after their children, visit family members, take part in volunteering etc. – both planned and unplanned. For example, a colleague worked in Scotland last week because her mother had an accident. We keep each other informed of where we are so it works well.

On a more permanent basis, I've recently hired someone in the US on a Formal Flexible Working Agreement so they can continue to focus on aspects outside of work which they are involved in. Whilst this is a formal arrangement, there is an element of flexibility on both parts to ensure this works for the role and the team.

What tips can you provide to employees wanting to work dynamically?

The key here is to be open and honest with your Line Manager - as long you do the work, it doesn't matter when or where. Try to plan ahead and clear things with your manager and the rest of your team as far in advance as possible.

“Dynamic Working can help us strike a balance between our work and personal lives.”

Sally Hollands

Dynamic Working to spend the summer holiday with my children

I previously worked with the Diversity & Inclusion team to launch the Dynamic Working campaign 'How do you work your life?' across Barclays. The campaign aimed to inspire colleagues to think about how they can integrate their work and life better, and show how Barclays supports flexible working.

Being so close to the campaign made me think about my own work/life balance and how much I missed my children during their long summer holiday from school. It had turned into a juggling act of holiday clubs, trips to Granny's and favours from friends. I spoke to my manager about how I was struggling and I put a proposal together to have the month of August off as unpaid leave. August is (usually) our quietest time – my stakeholders are mainly on holiday and my team don't tend to take time off then.

It's transformed the way I work

My manager was hugely supportive and was brilliant in getting it agreed with the head of department and HR. I now also only work four days a week. This arrangement makes me a lot more productive as I have a finite amount of time to complete my work which makes me very focused.

I think it's a real shame that people who don't have this opportunity have to reduce their career aspirations. As Director, Head of Employee Communications for Group, I get to have an interesting career with a wonderful team of people but I also get to do the school once a week, see my children's teachers and be present at home.

It has totally transformed my working life and we're a much happier family for it. Being able to focus on my personal life is great for my wellbeing. For example, I tend to do some fitness or see friends on my day off and so my time is very balanced. I know lots of people outside Barclays who don't have the opportunity to work dynamically.

The whole team benefit from me working dynamically

It has also been a great development opportunity for my team, who do a wonderful job in keeping everything going until I get back. They get more opportunities. For example, while I was away in August, my new boss was able to work with each member of my team directly. They got to know each other well.

My advice for colleagues is to stick to the arrangement and deliver your tasks within the agreed parameters. The more you do this, the more your team will trust you and as a result, you can trust them.

“ Being so close to the campaign made me think about my own work/life balance and how much I missed my children during their long summer holiday from school. It has totally transformed my working life and we're a much happier family for it. ”

Gavin Kay

Working across locations

Six months ago, I worked primarily in Northampton, which is a distance away from my home. This meant I never picked up my children from school and I spent a lot of time driving on the M1.

Once I got to Director level, I wanted to be able to stay ahead. With flexible location-based Dynamic Working, I now split my time between London and Northampton and work from home or 1 Churchill Place on a Friday, depending on childcare arrangements. I've always given a lot to the company and you need flexibility to operate effectively. It gives me the head space I need.

Most of my team work in Northampton, so it can get quite frantic with meetings and desk-side conversations. Working from a different location means I have more time to plan and strategise without disruption. I also spend much more time with my children and less time working at weekends.

It furthers the team too

My working from elsewhere has gradually given the team more empowerment – they're more visible to stakeholders. I've seen no negative impact to the team's performance or productivity. I also actively encourage colleagues with big workloads and high levels of stress to work from home if it helps them.

Be flexible about your request

My advice for others who are considering working dynamically is to think about what you're asking for and have an open conversation with your Line Manager. Although we actively encourage Dynamic Working, it's not a given. Think about your team and be prepared to be offered something different to your initial request.

“ It gives me the head space I need. Working from a different location means I have more time to plan and strategise without disruption. ”

Dan Reed

Finding a balance

My Dynamic Working pattern is two days in Northampton, two days in London and one day from home. Both offices offer something different. 1 Churchill Place is where I go and accrue work, Northampton is where I do work – and my home is where I don't get disturbed. I'm more productive working this way.

From a personal perspective, Dynamic Working means I'm more present with my family. I usually leave for work before my son wakes up and get back after he's gone to bed. When I work from home and nearer to home, I get to play with my son, prepare him for school and take him in in the morning. Sometimes we go for an ice cream, but then I make up the time when he's in bed. I value this time together – Dynamic Working is not something money can substitute. It gives me a nice work/life balance and I use my hours wisely. It also allows me to pursue non-work interests – for example, basketball.

Changing how we measure performance

I am very open with my team about my Dynamic Working. They always know where I am and I'm always contactable. They also feel comfortable to approach me and discuss their Dynamic Working needs. I encourage them to work dynamically as long as they are committed and deliver what's expected.

As Head of Platform Delivery, I manage both informal and formal Dynamic Working within my team. It helps me look at results-based performance, not time-based performance. I've had Line Managers and HR ask, "How do I know they will do the work?" and the answer is simply by looking at the results.

Spreading the word

My tip for colleagues would be to speak to Dynamic Working Champions to start a conversation. I'm also more than happy to speak to Line Managers who are a bit nervous about having the talk or want to know more about the benefits. Lastly, I'd like to say it's also really nice to see Directors and Managing Directors work dynamically as this embodies the values.

“Dynamic Working helps me look at results-based performance, not time-based performance.”

Simon Thorn

Managing personal commitments

While I prefer to be in the office, I live far from it. Dynamic Working gives me flexibility to sometimes work from a different location. I can choose when and how to work more.

Working remotely means I can spend my commute time going for a run, for example, and fit in what's important to me as a father and husband. My wife is currently recovering from an accident, and Dynamic Working allows me to support her – plus it's great for mundane things like basic chores, going to the dentist and managing my home life in general.

Another example is that my daughter started senior school this week. Working from home meant I was able to take the time to take her to school and settle her in in the afternoon. I can then catch up on any work over the weekend.

Keeping connected and productive

In my role as the BX Chief Compliance Officer, I have a very global team who also work dynamically. They understand and are very used to the technology we use to stay connected and work as a team.

I find I work more solidly out of the office – in the office it's very easy to get distracted. I hope others seeing senior colleagues like myself working in this way creates an environment where they feel confident enough to follow suit.

For Line Managers who are taking Dynamic Working requests from their team members, I'd emphasise the importance of a constructive conversation and agreeing any parameters. The possibility of working in this way may not be so clear in some roles, so the conversation needs to be positive in terms of how we can actively support it.

For colleagues who want to work his way, I'd tell them that the one thing that's not negotiable is productivity. We have to do what we're expected to do. Dynamic Working is about allowing you to manage your life in a way that gives you real balance, while remaining productive. Also, make sure you know how to use the technology and are set up at home.

“ I can choose when and how to work more. I hope others seeing senior colleagues like myself working dynamically helps them feel confident enough to follow suit. ”

Charlotte Haggard

Working around commitments

I've worked at Barclays for over 12 years and Dynamic Working has become more important to me with time. When my children were young, I worked four days a week so I could take them to and collect them from school one day a week. I now work five days a week, working from home once a week. I also sometimes start early and finish early, and then continue in the evening. For example, if I finish at 4pm, I will log on in the evening as I know my colleagues in the office have put in a full day.

Having a day working from home allows me to miss the commute – coming in early every day takes a toll, so I enjoy the lie in. I also work from home more during the school holidays but I don't abuse it.

Being prepared and supportive

Personally, I can use Dynamic Working to support life events. For example, I am a project manager and when a project came to an end in April, I was able to take several weeks off when my son was doing his GCSEs. I wanted to give him my full support with his revision preparations, and this arrangement allowed me to do that.

I was nervous about telling my stakeholders but they understood and were very supportive. I created a handover plan for the colleagues who covered for me as you have to be prepared. My team have always supported Dynamic Working as many of us use it. We understand each other and always try to accommodate one another.

I have colleagues in my team who all work differently: one comes in early and leaves early, working from home is very typical, and some work dynamically on set days whilst others don't. You have to have that flexibility because the challenges in our personal lives are not always on Tuesdays.

We always share Webex invites for meetings so there is no discrimination if someone is not in the office. I have some team members in India, Northampton and Radbroke, and so if I can work successfully with them, then I can work successfully with my team working dynamically from the UK. Location really shouldn't matter.

Transparency and clear expectations

Productivity really isn't affected by working dynamically and I'd say working remotely twice a week has become more acceptable recently. It means there are less chats around the office but you just have to be more structured. We shouldn't see difficulties as a problem but rather find a solution.

My tip for colleagues who want to work dynamically is to be transparent so that your colleagues know where you are. Skype, Webex, and being able to forward phone calls are all great tools. And to Line Managers I'd say issue clear expectations regarding work so that your team know what their deliverables and deadlines are. There is flexibility, but the work must still be done.

“Some work dynamically on set days whilst others don't. You have to have that flexibility because the challenges in our personal lives are not always on Tuesdays.”

How do you work your life?

Dynamic Working can change how we work for the better, providing a balance between our personal and professional lives that benefits us all.

Speak to your line manager or visit
<http://dynamicworking> to find out more.