



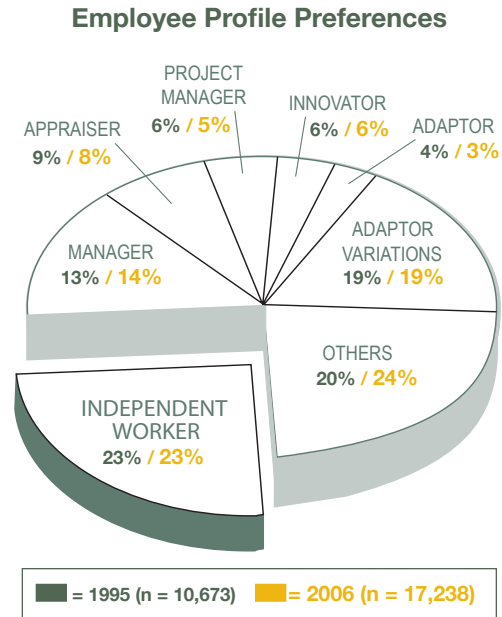
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STILL
 THE NORTH AMERICAN WORKFORCE WANTS TO WORK
 INDEPENDENTLY

But Organizations Lack Opportunities for Them

Twenty-three percent of the North American workforce like to manage their own work. They want to work autonomously and neither coordinate the work of others nor be coordinated themselves. But organizations moving toward more participatory environments offer few opportunities for this WorkStyle.



The WorkStyle that gave North America the leading edge is being overlooked

- The McFletcher Corporation's WorkStyle Patterns[®] research reveals the dilemma of the INDEPENDENT WORKER Profile. McFletcher has witnessed steady employment turnover for the past three decades of people with this Preference – they have been quick to change their workplace when new opportunities emerge.
- McFletcher consultants see organizations suffering from the creative absence. *"These are the people who helped make the U.S. a leader in innovation. They jump-started the entrepreneurial environment and are currently the driving force behind the success of the North American electronics industry. Without their continued input for new ideas, methods and products, we will lose a powerful competitive advantage,"* says **Tomas McIntosh-Fletcher**, principal consultant and co-author of the WorkStyle Patterns[®] Inventory.

Many of these individuals experience high levels of WorkStyle Stress

- People with the INDEPENDENT WORKER WorkStyle approach frequently experience major conflict between how they want to work and how the work must be done. Their work often requires significantly more coordinating, scheduling and teaming than they prefer.

- Supervisors traditionally performed these coordinating activities and linked the work in progress to organizational goals. In an effort to flatten hierarchical structures, organizations are replacing these supervisory positions with team work.
- With ineffective team structures and a lack of concrete linkage to organizational goals, people with an INDEPENDENT WORKER Preference have no means to link those goals to their own work. As a result, they become confused, lose their work identity, and create their own agendas, which can be counter-productive to the organization.

*"Organizations are moving towards more participatory work environments to achieve integrated work cultures for the information society. Organizations must not ignore the North American **entrepreneurial** work culture embodied in the INDEPENDENT WORKER Profile," says **Donna McIntosh-Fletcher**, principal consultant and co-author of the WorkStyle Patterns® Inventory. "Organizations need to find ways to understand how people prefer to work and to create opportunities to maximize the contributions of all different employees."*

Established in 1974, The McFletcher Corporation is a research and consulting firm which specializes in aligning organizations with their market requirements and the workforce. The WorkStyle Patterns® Inventory and database research are products and services of the McFletcher Corporation. The 1995 study referred to in this brief included 10,673 employed individuals from a variety of North American businesses and government agencies; the 2002 study included 14,569 individuals, and the 2006 updated study consists of 17,238.



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