Our Vision for Dynamic Working

This document will help you to understand Dynamic Working at Leidos UK — what it will mean to you and how to adopt this way of working to get the most out of it.

Dynamic Working is a new approach to how we all work, that will help us achieve our business goals, while we enable everyone to achieve a good work and life balance.

It is all about creating a competitive organisation with people as its heart.

Our values underpin Dynamic Working. Operating with high integrity through committed and collaborative teams will deliver innovative business solutions and outcomes for our clients.

We are committed to creating a culture and a Company that we can all feel proud to work for.
Dynamic Working is part of our UK Culture Change

Dynamic Working is a key component of our Culture Change programme, which is being developed based on your feedback. We have listened to your views and we plan to improve how we do things across Leidos UK.

There is a strong link between engaged, committed people and improved productivity.

Having a culture of trust, high integrity and accountability, through flexibility and aligned to company values, is where we want to be. It will enable us to achieve a high level of business performance.

We launched Dynamic Working across the UK on the 29 October 2018, as part of our culture change journey and based on where we want to be in the future. It has become a starting point for us to do things differently and we are looking to everyone to get involved as we move forward.

In addition to the work taking place as we develop our culture, we will provide training and guidelines to our leaders and managers to effectively engage and support you. Champions will also be identified to act as role models and mentors across the business and we will share your stories as you all get involved.
Our Journey

In 2016 Leidos merged with Lockheed Martin’s Information Systems & Global Solutions (IS&GS). A business which grew through a number of mergers and acquisitions.

Since the merger, Leidos has been focused on integrating systems, processes and procedures, including creating the vision, mission, strategy and business plans needed to develop a single UK company. The aim has been to have one culture, one team and a common way of working.

Each legacy organisation and every individual, brings a wealth of experience, knowledge and skills that differentiates us from the competitors. To build and grow on this, we will continue to develop our skills, people and an understanding of the part we all play, to ensure Leidos UK is a company we can all be proud to be a part of.

Having launched the Leidos UK strategy in May 2018, we embarked on a Culture Change programme to further develop our business and make the changes we need for the future.

There is a real drive to improve the employee experience for everyone working for Leidos UK. A series of listening groups were held and the employee feedback provided eight key themes:
- Leadership
- Communications
- Leidos Identity
- Fixing Problems
- Day-to-Day Reality
- Team Working
- Trust
- Strategy

As a business we are focusing on these eight themes and taking action to bring improvements.

In October 2018, we also held our first UK wide Employee Engagement Survey. The results from the survey will be shared in December. Each team will be able to develop a plan and act on local concerns, while the broader business themes will be covered by the Culture Change programme.

We have also recognised a need to support and develop leaders and managers throughout the company. To facilitate this, we are looking to develop our leaders and managers in 2019. We will also continue to develop and retain our existing talent by promoting career development opportunities across the business.
Why has Leidos UK launched Dynamic Working?

Dynamic Working will help Leidos UK to be competitive and client focused, so we can continue to deliver a high quality of service. At the same time it will enable an improved balance between work, family, relationships and your lifestyle.

One of our strategic priorities is to become an employer of choice in the UK, where we all feel proud to work for Leidos UK.

There is a clear link between flexibility and engagement. Research from CIPD and London School of Economics* confirms that implementing a flexible approach at work can improve engagement and motivation. This then leads to improved productivity and retention. So to keep up with our customers, current trends and to remain competitive, it is imperative that we adapt to new ways of working.

Over the years we have introduced flexibility in different forms, we are now formalising our approach as one company and one team.

Dynamic Working is not a policy driven initiative, it is not a governance model or a structured programme — it is intended to give you more choice. It will require all of us to shift our mind-sets and attitudes to change, as well as adopting the right behaviours in order to fully embrace the benefits.

It is about our desire to change our culture, to be one company and find ways to work more collaboratively. Initially we will have challenges to work through as a business and within our teams, as many of us are currently used to structure, policies, and processes. However, working and thinking differently means our future will bring opportunity and innovation. The world and our customers are changing and so must we.

There is a need for us all to embrace the change and journey we are on and understand the role we each play in making Dynamic Working a success.

HOW WE WILL HELP YOU
Since the launch, your feedback has been extremely positive and many have embraced a new way of working. There is a willingness to try something new and we are committed to providing as much support as you need to get involved.

We will provide guidelines to support you and this is something that individuals and teams will need to explore and develop to create the right balance.

We will work with you to provide mentoring guidelines and case studies which will support you with the information you need to make this a success.

*Read the report from The Guardian

Read article from Business Insider UK on the benefits of working differently
The Benefits of Dynamic Working

We all have many commitments in our work and life, with different personal responsibilities. Imagine a future Leidos UK where we are more motivated because we are trusted to perform and deliver our goals in a way that gives flexibility and balance to our lives. Within a company that is better able to compete, win and deliver exciting and interesting work that transforms our clients’ operations.

- Supports staff retention
- Improves employee engagement
- Benefits employees financially
- Supports an inclusive working environment for all
- Increases productivity
- Improves morale
- Improves recruitment
- Improves accountability
- Helps you better serve our customers
Case Study: Meet John

John is an application support analyst based in Glasgow and he has worked for Leidos UK for the last three years. He is 42 and has been working dynamically for 12 months, through an informal arrangement with his manager. John has flexibility around his working hours which suits his personal life. This enables John to help with the school run and spend quality time with his young family.

Working dynamically has made a big impact on John's work and life balance. He has been able to manage his time and deliver his work commitments to give him and his family balance, while realising his ambitions. Working differently hasn't had an impact on his productivity and in fact it has helped him to improve his performance during work.

John's line manager says:

"John has had a very strong year and has enhanced his standing within the support team. He has continually demonstrated all aspects of our values in his daily work and interactions with colleagues and customers. He has shown great commitment, ability and flexibility."

Case Study: Meet Tim

Tim is on the Senior Leadership Team (SLT), and is based across the UK. He has worked for Leidos UK for two and a half years. He is 45, divorced and has been working dynamically since he left University. Tim sees his children on a Wednesday night and drops them to school on a Thursday morning. He works very hard to manage his time as this gives Tim balance to his week. He still has the UK awards challenge to meet and play a strong role as part of the UK SLT. His arrangement is flexible and dynamic and has to change from time to time to meet client and Leidos commitments. He manages this to deliver his work and life balance.

Working dynamically is a way of life for Tim, he couldn't imagine it being any different. He uses this flexibility when he needs to, but he is very focused on delivering for Leidos UK and its customers.
This is not just about flexible working. It is much wider, designed to suit all life styles and personal situations.

As mentioned, Dynamic Working is not about policies, procedures or governance. It is about approaches to flexible working and our culture, supported by policies and guidance information. The diagram provides examples of how they work together and how different people may need to work.
We have different views across the UK on flexible working.

You might be saying “I thought we already had Dynamic Working through our flexible working policy?”

We have had a flexibility working policy for the last two years in Leidos UK. Some people thought it was limited to working mothers, or that it applied in certain teams and not across the whole UK business. We have now formalised this with the introduction of Dynamic Working, to create an improved culture as we become an employer of choice.

Dynamic Working is a different way of working. Focusing on output and productivity rather than on where or when you work. We plan to work with our leaders to engage with you and improve two-way communications to create a better culture across the company.

It is important that we continue to improve our understanding of the changes, in order to fully engage and get involved. Our values help us to develop the right behaviours to bring success to this new approach.
Your stories of success or your experiences are important. Sharing what worked well, the challenges you faced and how you overcame them, will help individuals and teams as they adopt Dynamic Working.

There may be concerns on how this will work and the impact to our business. That is why demonstrating how it can and will work through different scenarios is important.

Our mission and customer focus is critical to the growth and success of Leidos UK.

As you can imagine our leaders want this to work, however they are aware of the challenges based on how it will work in practice. They are keen to maintain the focus and ensure delivery of our mission to provide critical services across Civil, Logistics and Defence.

To be successful, communication is vital, so there will be an emphasis on having the right technology and encouraging discussions with your leaders and managers. As an international business, our hours need to be flexible for us to partner with global customers and colleagues.

Our technology needs to be adaptable and improve to enable Dynamic Working. The right devices and equipment will allow us all to work in a mobile way. This will form part of our IT strategy over the next six to 12 months and the IT team are working with us to ensure we have the technology in place to support you.

There is a commitment from our leadership team to make the changes needed to transform our business so we are fit for the future.
Leidos UK Values — the link to dynamic working success

We must embrace our values to work dynamically. We are on a journey across the UK to create, one company, one culture and one new way of working aligned to our values.

We believe our new ways of working will benefit everyone and help us to create the business for the future in which we all want to work and we will all feel proud to work for.

**INTEGRITY**
Act with Courage & Support Courage in Others

**COMMITTMENT**
Make our Customers Successful

**INNOVATION**
Be Tenacious & Curious, Innovate for Business Impact

**COLLABORATION**
Operate as a Team with Purpose

**AGILITY**
Be Flexible, Creative & Resilient, Cultivate Growth

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Do what is right and not just what is easy or feels good
Speak up and call out questionable ideas or behaviors
Take accountability for your actions and model the behavior for others
Respect others and embrace diversity
Encourage constructive dissent and healthy debate

Customers always take precedent over internal activities
Be responsible for meeting commitments
Always deliver on commitments (both internally and externally)
Ensure our commitments will make our customers successful
Focus on long term success

Broadly apply creative problem solving to every job
Make innovation a part of our business rhythm: encouraging controlled experimentation, fail fast and try again
Freedom to explore
Support efforts to create differentiated offerings and provide resources and rewards for innovative accomplishments

Team takes priority over individual
Start & End meetings on time
Frequent collaboration across and within business lines
Share resources to increase probability of success
Recognize and reward teamwork
Support our communities

Embrace our evolving environment, taking risks aligned with our mission and growth goals
Demonstrate flexibility when encountering change
Quick comprehension and application of new learning
See the bigger picture
Here is our guidance for success

LEADER EMPOWERMENT
The traditional 9.00am to 5.00pm in an office is changing, especially across technology companies. We will support you and provide the tools, techniques and training as we work through the changes together. This is about doing the right thing. Support also means having regular conversations with your managers and team to work collaboratively.

It is important to note that no one solution will apply to all, we need to explore the best way of working to benefit you, the business and our customers.

DISPEL THE MYTHS
Dynamic Working is much wider than flexible working. It is open to all, not just working mothers with young children. If people are not in the office, it might be perceived that they are not engaged or not working. To dispel the myths, it is important to lead by example, share the team’s experiences to support different working arrangements. Decide not to make assumptions but instead have the conversations that will enable an honest, trusting and open culture.

FUTURE SUCCESS
We are excited about the future and changes that we are working through.

A new way of working enables you to shape your work-life, become more productive and design how you work. It will take time for us to change the culture and more collaboration to see success. The leadership are fully committed to improving our company and are willing to support the change we will all go through. Over the next 12 months we will be introducing specific campaigns to support and guide you on our journey. Developing our campaigns will be ongoing, as we hear more from you and your feedback on your experiences.

We hope that this document has helped you to visualise the concept so we can all begin to change the way we work across Leidos UK.