



unlock the
power of two

how job share boosts productivity

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Foreword

An important element in any successful career is having people who advocate on your behalf, people who support you and demonstrate a commitment to your success. The same is true of bringing about change – it needs advocates who don't just talk about innovation and a fresh approach, but who also provide practical ways of achieving change.

We applaud the work Gemini3 is doing to not only raise awareness about job share opportunities, but to also provide practical advocacy and support to help build an agile and flexible workforce; one in which people, both men and women, can achieve their career goals in innovative and flexible ways.

We have been working in senior roles as job share partners for over 10 years and are currently in our fourth role together, so we could be called veterans in the job share arena. We have been delighted with how sustainable it has proved as a model of work for us. We have also been encouraged by the support we have received across various businesses to pursue job share as a model of choice.

Twelve months ago, we were very proud to become Joint CEOs of Audrey Page & Associates. Many people have told us that while they were sceptical at first about how a job share CEO role could work, they have now seen its practical benefits, the productivity advantages it brings, the possibilities it creates. All have commented that the issues they had foreseen were illusory, and the obstacles they imagined proved to be perceived, not real.

In fact, the reverse is more often true. Over the past decade, we have experienced firsthand the inherent strengths job share delivers, and hence in each of the roles we've had and the organisations we've worked in, job share just hasn't been seen as an "Ok, we'll give this a try despite the risks" option. It's been more a case of "This makes good sense, and it delivers a better outcome for the business".

"A partnership is a merger of sorts and a strong values alignment is critical to success".

Shaw & Jackson, Joint CEO, Audrey Page & Associates.



Of primary importance in building an effective job share is finding the right partner, and that takes skill, effort and reflection. Some of the key factors that have stood out for us are: both people can do the whole job; there's a complete lack of competition between the pair; there is deep trust and a strong values alignment. Mergers and acquisitions often fail because of culture and values misalignment. A partnership is a merger of sorts and a strong values alignment is critical to success. That said, one of the very real benefits is the diversity of thinking and approach that emerges in a good job share. You need to find ways to harness that difference in a positive way. While we are very aligned in many ways, we are also two different people. We've had a different set of corporate roles and experiences and we are curious about different things. Because of this, we continue to stretch and challenge and inform each other, and the partnership brings with it a diversity of thought and a creativity that is unique to job share.

One of the most common things we hear when we talk to other job share partners is something we have found ourselves: job share brings with it an incredible commitment to delivery. You can be assured that we will individually get things done, deliver what we commit to, because we will never let each other down.

Another key element about job share is that, as a team, we are adaptable to the changing needs of our team and the business. Flexibility of approach is important to us, and job share delivers an inherent flexibility for the business. We deliver that same level of flexibility in meeting the needs of our people, our clients and our business, so the benefit is there not just for us, but for all our stakeholders.

Having experienced, and we hope demonstrated, the very real benefits of job share across different roles in different organisations, we are strong advocates of this model of work. We are convinced of its broader applicability across the Australian workforce and we are delighted to endorse the work that Gemini3 is doing to bring about positive, practical and beneficial change.



Joint CEO, Audrey Page & Associates



Introduction

Unlock the Power of Two is the second white paper released by Gemini3. It follows the first white paper *Job Share, an Untapped Opportunity* which demonstrated the potential and demand for job share in Australia. This previous paper supported by a 229 respondent survey conducted by Research Now revealed these powerful insights:

- 75% of respondents said they would consider job sharing with men and women equally interested.
- 28% would consider job sharing right now. That works out to nearly 3.5 million Australian workers who would consider job sharing today as a solution to an unmet need for flexibility.
- The concept of job share is attracting all age groups and life stages. This makes the reasons to job share extremely varied, with #1 being Lifestyle Choice at 27.4%, followed by #2 Transition to Retirement at 25.7%, and #3 Caring for Children at 22.3%.
- Job share can also be a great strategy to retain talent. Of the employees who left companies because of lack of flexibility, 67% would have considered staying if job share had been available.

These statistics confirm the important role job share can play as a flexible option but also as a tool for companies to attract and retain talent. More importantly, job share can optimise a company's workforce by creating diverse and highly productive pairs. An optimised partnership brings diversity of thinking, increases productivity, and will remain with the company for longer.

Today job share is often put in the “too hard” basket due to perceived difficulties in finding partners and a lack of process and knowledge about how to create effective pairs. This second white paper by Gemini3 explores the job share relationships and the key attributes of long-term successful pairs. It will give companies a better understanding of how to create effective job share pairs, allowing them to assess the readiness of a candidate to share, match them with insights to develop the pair and increase productivity and, retain top talent.

“ job share can optimise a company’s workforce by creating diverse and highly productive pairs.”

Mythology

This white paper is supported by research conducted by Gemini3 in the following stages:

- Desk research conducted on job share global practices, challenges and insights.
- In-depth interviews with 20 job share pairings* (40 employees).
- 10 job share pairs* selected to complete psychometric testing using the Herrmann Brain Dominance Index® (HBDI®) and HBDI® Pair Profile so that individual and group preferences could be identified.

*Job share pairs in legal, marketing, technology, banking and finance, and human resource professions across a number of industries. Experience range from 5 – 20 years.

Introduction to the Job Share Pairs

A number of high performing job share pairs compared job sharing to marriage with additional complexities. Pairs have to manage not only their relationship but also their work environment. Our interviews revealed many pairs had challenges at the beginning of their relationships and for those who persisted they learned to leverage their different skills and mirror the strengths of their partner.

Many of the pairs interviewed knew each other beforehand but almost half were matched by the company based on convenience and timing. This can cause real challenges when the pair's compatibility hasn't been assessed properly. In some instances the pairing had been done with little consideration of the individual needs and preferences leading to a challenging relationship or even a partner resigning.

“Job share requires both partners to be at the same work level and share the same values. Often companies push people together even if this isn't aligned.”

- *Quote from unsuccessful job share partners*

On the other hand, when the pairing is done well, the results for individuals and the company are immense. The majority of long term pairs interviewed strongly agreed they were at least 25% more efficient than an equivalent 1.2FTE (most job share pairs have a cross over day and are paid 1.2FTE). This fact has also been confirmed by UK job share research stating well matched job share increases productivity by 30% (JobShareProject Research UK 2011 303 respondents) .

The majority of long term pairs interviewed strongly agreed they were at least 25% more efficient than an equivalent 1.2FTE.

The foundation of successful job share

Job share is not for everyone. The interviews conducted by Gemini3 revealed traits successful job share individuals had in common which were the foundation of a solid relationship and achieving the potential productivity gains mentioned above.

The most important common traits found in the research were;

- Trust
- Commitment
- Team player

The word **Trust** came up in every interview. Trust doesn't come automatically, it needs to be underpinned by competence and experience. Each partner needs to have the ability to do the job themselves if they were in a full time capacity.

“We give each other a lot of confidence. Sometimes when you have to make a hard decision, knowing that you can make that decision with someone you respect and trust is important.”

Rowena Ditzel and Sarah Ryan, Arnotts Job Share Marketing Directors, 12 years job sharing

From Trust arises **Commitment** to each other. The pair are sharing the same role and the same KPIs and are therefore accountable for the same results. This leads to partners often being high performers as they are as committed to deliver to the company as to their partner. The majority interviewed explained how they became more punctual, organised and productive having another person counting on them. This high level of commitment comes from Trust but also from the benefit each partner gets from the arrangement. All individuals interviewed valued their job share as it gave them the ability to work part time and have a meaningful and impactful position.

One of the most important common traits of successful job share pairs was the ability to **work as a team** and **to be non-egocentric**. Being competitive is common and often rewarded in the corporate world and can be a difficult change when starting a job share relationship. Each partner needs to be clear that they are competing together and never against each other.

“Job sharing is about working as one unit...”

"It's not individual, it's a partnership. It's not about you as a person anymore, it's about you and someone else. You become a mini team. You don't have to throw everything that's important to you out the window, but you are working together towards that end point."

- Leanne & Briar, Brand Manager, Unilever, 6months job sharing

"Job sharing is about working as one unit, leaving your ego at the door and collectively working to harness the brain power, thinking styles and complementary skillsets and experience we bring to the role to generate real competitive advantage."

- Lucy Foster & Kim McGuire, Executive Manager, CBA, 3 years job sharing



Which two heads when matched enhance productivity?

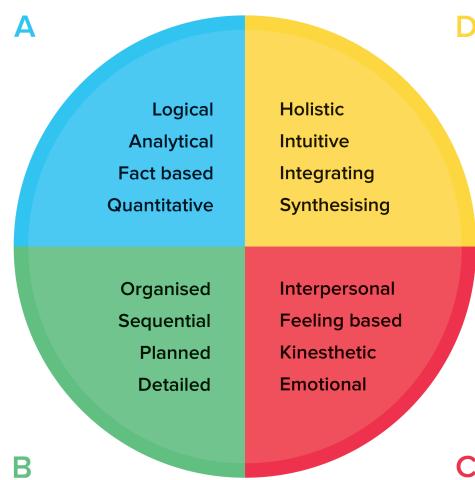
Current job share arrangements are typically created out of necessity and convenience. For example, two women have similar roles and are returning from maternity leave at similar times. But will they exceed the performance of just one person?

As highlighted, the pair needs trust, commitment and team working skills as a foundation. However, beyond these qualities our interview suggests pairs do not need the same personalities of skills to succeed. Successful pairs often had similar professional backgrounds but clearly had differences of thinking and strengths they brought to the partnership. It also became clear some pairs were performing better than others. From Gemini3's research and interviews it was identified the need for further analysis to understand which two heads are better than one, that produces greater results compared to one employee.

In order to understand these differences Gemini3 partnered with Hermann International Asia to dig deeper into these pairs' thinking. Thinking drives every interaction a pair has with each other, how they communicate together, how they make decisions, solve problems and their work styles. Understanding a pair's thinking preferences will provide insights into the working dynamics between a pair. From the 20 pairs interviewed, Gemini3 asked 10 of them to complete the highly validated Herrmann Brain Dominance Instrument® (HBDI®) Pair Profile, which measures thinking preferences of individuals and allows for comparison between pairs. Combining the learnings from the desk research and 20 in-depth interviews, the psychometric testing brought to life new insights to help create an ideal job share match.

What is HBDI® and the Whole Brain® Model?

The Herrmann Brain Dominance Instrument® (HBDI®) is the world's leading Thinking Styles assessment tool. It identifies individuals preferred approach to emotional, analytical, structural and strategic thinking and provides individuals with an increased level of personal understanding. The HBDI® was developed by Ned Herrmann in the 1970s and is supported by more than three decades of research and innovation. Over two million people worldwide have undergone HBDI® analysis with over one third of all Fortune 100 companies using it.



The four-colour, four-quadrant graphic and Whole Brain® are trademarks of Herrmann Global © 2018

The quadrants, A, B, C and D represent different ways of thinking. The A quadrant is the analytical thinker, the B quadrant is the practical thinker, the C quadrant the relational thinking and the D quadrant the experimental thinker. Each individual has access to all of these styles of thinking to varying degrees. These different thinking styles are measured using the HBDI which consists of 120 questions.

Using the HBDI® Pair Profile assessment with job share pairs, Gemini3 are able to interpret and understand each individual's preferences, their joint styles, how they interact, leverage and stretch each other's thinking in context of a job share relationship.

Following the assessment of the job share pairs, Gemini3 conducted individual and pair debriefs.

Thinking differences the key to optimising partnerships.

HBDI® helped to differentiate skills versus thinking. Most job share partners had similar skills having worked in the same industry but they didn't necessarily have similar thinking. The WHOLE BRAIN model and the HBDI® allowed us to identify diverse thinking and as a result, optimised partnerships in a job share context. When analyzing profiles, Gemini3 was able to identify commonalities and differences to optimised partnerships. The interview sessions allowed Gemini3 to understand how the thinking patterns contribute to the success or failure of the job share. As a result the research revealed three commonalities in strong job share relationships:

1. Shared preference for the importance of relationship thinking

As expected, all 20 individuals had preference in the relational quadrant. Job share partners tend to enjoy developing relationships and being surrounded by people. As expected, all partners interviewed preferred working in a team rather than solo.

2. Shared preference for practical thinking

In each pair, at least one if not both individuals had a preference for the practical quadrant. Job share partners in this quadrant tend to be highly organised and focused on tasks and processes. For example a majority of partners agreed they would rather be known as reliable than imaginative. Being organised is an important skill especially when projects need to be passed from one person to the other.

"When we are under stress we are both very practical. We sit down and work out what we need to do and work through it."

- Rowena Ditzel and Sarah Ryan, Arnotts Job Share Marketing Directors, 12 years job sharing

3. Complementary thinking styles increase effectiveness

Pairs with different thinking styles tend to be more effective. Gemini3 interviews revealed the pairs with different thinking styles were able to quickly and effectively split the work between them. It is the combination of primary and secondary thinking preferences in context of job share that enables increased productivity. For example, a person with preference in experiential thinking tended to prefer to write the strategy whilst the partner with preference in practical thinking will write the plan aligning with the strategy. On the flip side, the pairs with similar thinking styles were getting along very well but were not forced to stretch their thinking as much. They also tended to share the work evenly versus dividing the work strategically based on who they thought would do a better job. Similar thinking styles could also lead to disagreement when both individuals are interested in doing the same work.

The time effect.

Long-term partners had high awareness of their differences and knew how to leverage each other's strengths. HBDI® results from these pairs demonstrated diversity of thinking by using all four quadrants to effectively manage a variety of tasks together. These partners had over 10 years working together and their profile would have certainly changed over time from working together for so long. Both have learnt from each other and often mirror the other's strengths.

"They can't tell who did what. We often laugh that I'll write a paragraph and she will have written the same thing. Over time our words became the same."

-Rowena Ditzel and Sarah Ryan, Arnotts Job Share Marketing Directors, 12 years job sharing

Ideally, new pairs should gain as much knowledge about each other through self-insight assessments. This will help the job share context become effective more quickly instead of waiting to naturally get to know each other.

When differences are conflicting as opposed to complementary.

The HBDI® assessment also shows thinking preferences change when the person is under pressure. Being aware of these stress points is highly important in a job share relationship. Differences in thinking styles under normal circumstances can be highly effective but under stress could bring conflicts. The competitive advantage of successful partnerships is when they are aware of these differences and know how to manage them.

It is also important to understand that not all differences can be complementary. Some differences can be too great to create an effective relationship. For example, a very detailed process driven person might not get along with a more creative visionary person especially when under pressure.

How can companies leverage job share to boost productivity?

1. Change Mindset

Through our research we know that job share is often seen as accommodating an employee's request for flexibility rather than an opportunity to increase the performance of two individuals. Yet, job share is a highly effective method to enhance one role and retain talent.

Creating awareness and widely promoting job share as a means to boost productivity will help with attracting a larger diverse pool of candidates. The bigger the pool the more chance the company has to utilise job share to maximize productivity, as well as attract and retain talent.

2. Assess if the individual is ready for job share

Gemini3 gathered the findings from the 10 HBDI® Pair Profile results and debriefs, desk research on global job share practices and case studies, and 20 job share interviews to create a job share readiness and job share suitability test. Through the various researches it was found that not all employees are ready to job share and the individual needs to be ready for a partnership before matching.

Using the Gemini3 job share survey candidates and employers can identify the employees readiness to job share and suitability between candidates. The test can be conducted through Gemini3 job share platform in less than 15 minutes.

Gemini3 Job Share Readiness & Matching Test

3. Match to optimise not for convenience

An effective match can bring better relationships, better performance and better results. As mentioned previously an optimised partnership brings diversity of thinking, increases productivity, and will remain with the company for longer.

An effective job share match can be achieved using the Gemini3 platform. The platform uses Gemini3's proprietary job share test and provides percentage matching results. Candidates can connect and meet in person before applying for a job share position. The test also assists companies with more insights during the matching stages and these results are then carried forward for pair onboarding and development.



Gemini3 Pairing Insights

"The research gave us a greater understanding of each other's preferred working styles and I think we are now leaning into these more. For new partners I think this could be really beneficial in understanding how they could have the most effective working relationship to deliver best business outcomes. It could also be useful for managers to help them better understand the differences between individuals in teams."

-Rowena Ditzel and Sarah Ryan, Arnotts Job Share Marketing Directors, 12 years job sharing

Testimonials from job share partners

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The Gemini3 research helped me realise that the differences between us can contribute to our combined strength – rather than clashing, we complement each other. I would definitely recommend to other job share partners, it was so insightful and helps to alleviate potential frustrations.

-Justine Mcnicol and Alexandra Tolmie, Government Department of Education, X years job sharing

About Gemini3

Gemini3 was born from three passionate professional women who believe personal and professional goals can cohesively coexist. Sarah Liu, Mariebelle Malo and Madel Giles believe a person should not be defined just by what they do between 9 and 5. Companies that change their people practices and, more specifically, provide greater flexibility for their employees will meet the needs of a new workforce. Gemini3 believes that Job Sharing can provide greater opportunities for employees and will enable employers to attract and keep top talent.

Gemini3 is Australia's first platform to support employers as they create, fill and sustain job share opportunities. We 1) assist companies in redesigning jobs to be shared, 2) match compatible job share partners both internally and externally with our proprietary job share readiness and matching test and 3) provide a specialised toolkit and ongoing support to ensure long-term success of the job share arrangement.

Our vision is to inspire and enable a more flexible and sustainable way of working through normalising job share arrangements nationally and globally.

Acknowledgement

Gemini3 would like to acknowledge and thank the job share partners across Australia who was involved in our research. Thank you for opening your partnerships to the Gemini3 team and Herrmann International Asia.

Gemini3 would also like to acknowledge the team at Herrmann International Asia for exploring the job share world with us and believing in our vision of partnerships and diversity of thinking for a more productive, diverse and flexible economy.

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