

FLEX | COX FORWARD

Empowering Every Team to Make
Its Own Extraordinary Mark





WHAT IS FLEX FORWARD?

Flex Forward Team Agreement is a set of agreed upon **rules of engagement and conduct** that govern how we communicate, engage and connect with each other in a hybrid work environment. As leaders, **you are empowered to develop and operationalize team norms** that harness the agile energy we have experienced over the past year and the thoughtful planning and care before the pandemic.

Your Agreement will **constantly evolve** as you continue to flex to the needs of your team members and the business. Your Agreement will create a path to optimize communication, drive inclusivity, reinforce Cox Culture, facilitate dialogue around career development, and determine productivity, and accountability goals and objectives.

Building Your Flex Forward Team Agreement



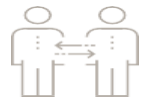
Communication

- Identify technologies and collaboration tools that people are using or would like to use, and discuss setting norms or etiquette around tools
-



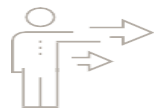
Inclusivity

- Ensure every voice is heard and continuously promote robust and diverse ideas
-



Reinforcing Cox culture

- Stay true to Cox's Core Values and the Empowered People principles
-



Career Advancement & Development

- Encourage growth and advancement of our Talent by investing in development opportunities and career mobility
-



Productivity & Accountability

- Define and get alignment on commitments and deliverables. Focus on results and accomplishments not activities.
-



COMMUNICATION

- Utilize Teams/Zoom for team meetings when everyone is not present but critical issues will be communicated either by text or phone call.
- Model the Hybrid Model for where works get done but maintain engagement with each other and SLC groups
- Continue sensitivity to time-zones and the number meetings per day
- Schedule meeting only when necessary, and send and review agenda in advance
- End every meeting 5 mins early when possible
- Keep camera ON in meetings for visibility & engagement in most instances



COX CULTURE

- Commit to informal connections & team building to strengthen core and SLC teams
- At least one “in person” core and/or SLC team meeting per month
- Leverage “all hands” meetings (All EEs/All Leaders/ADMs) to connect teams to business priorities and celebrate success
- Make connections with our leaders through skip levels, meetings, mentoring relationships and networking
- Maintain work/life integration and wellness as part of staying flexible
- Honor and commit to what the team wants/needs from each other

TEAM PRINCIPLES

- Model a Hybrid Work Model - maximize networking and engagement with leaders and employees with 2-3 days per week at a work location
- Utilize 3 Decision Filters – Self-Team-Business and seek feedback on Team Agreement periodically
- Stay true to Cox’s Core Values and the Empowered People Principles



INCLUSIVITY

- Solicit feedback across the SLC and ensure enterprise-wide view and confidentiality in making decisions
- Maintain visibility and engagement with all groups & boundary partners as it is critical to region success
- Request feedback and ask “how we are doing” from time-to-time
- Commit to efficiency and inclusivity – optimize size to key decision makers but inform all to ensure awareness and understanding



PRODUCTIVITY + ACCOUNTABILITY

- Be accountable for delivering on our commitments and outcomes
- Focus on continuous improvement and process simplify interaction (“easy to do business”) with clients, boundary partners and each other
- Align with business priorities, and achieve productivity and results are more important than “where” works get done
- Maximize visibility and engagement with SLC in a hybrid work environment



CAREER DEVELOPMENT

- Value growth and advancement of our people by promoting progress checks, creation of IDPs, and development opportunities:
 - 100% IDP for core team
 - Complete two development opportunities
 - Two core team and 2 SLC team off-site meetings per year with facilitator
- Review our Voice of the Employee (VOE) and Pulse survey results and take action on feedback



APPENDIX



Our Vision and Beliefs

We will evolve and shape our work culture in ways that are undeniably unique to Cox, but ubiquitously recognized as world-class. This living lab will motivate our employees and magnify the positive impact we make in serving our customers and communities. A seamless balance of in-person and hybrid work will be created and cultivated by empowered leaders who work closely with their teams to maximize productivity and performance. And it will be sustained by all of us striving for inclusion and committing to continuous improvement in how we get our work done – no matter where we’re working.



Lean into the living lab approach.

If we’ve learned anything in recent months, it’s that change is constant. We’ll **experiment and evolve as we learn** a new way of working together to serve our customers and create the best employee experience, bar none. Exciting breakthrough technologies and collaborative spaces will only enhance – not replace – the real moments of human connection that make Cox so unique. And our **commitment to continuous improvement** will always endure.



The individual and collective potential of our employees is limitless.

Cox is a great place to work because of the unabashed optimism, remarkable talents and servant leadership of our people. Our secret sauce has always been the way we **build lasting relationships with our customers and communities**. In the months and years ahead, we’ll safeguard what makes us unique, while exploring entirely **new ways to reward creativity, maximize productivity and inspire great performance**.



One size fits all, said no wise person ever.

Every person – and team – is unique. Empowering your teams to be creative, productive and agile in the future means **embracing the many combinations of in-person and hybrid work** that can motivate great performance. And those combinations will be based largely on **what works best for each team and type of job**.



For us to be us you need to do you.

Cox empowers you to **make time for teammates, family, friends and yourself**, and trusts you to manage your time, productivity and development. We understand, appreciate and encourage the goodness that comes when our people are truly able to **balance their personal and professional lives**.



Opportunity knocks.

As leaders, you’ll be given the awesome opportunity and responsibility of **designing a future operating model that is fit for your team**. Throughout this journey, we’ll need you to **model the change you expect to see from others, be visible and available** to mentor current and future generations of talent and handle the proverbial curve balls that will invariably come your way.



World-class teams call for a world-class environment.

To make our flexible approach to work as engaging and gratifying as humanly possible, we’ll **invest in our technology and physical spaces to ensure everyone at Cox feels included** and able to do great work for our customers and communities – no matter where they’re working or what challenge they’re tackling.



Cox's Framework for Flexibility

This framework outlines the flexible options leaders and employees have available and should be used as a guide on deciding what works best for roles and teams.

WORK ARRANGEMENT

In-person

Job duties always require in-person attendance
Note: includes most "essential" personnel

Hybrid

Job duties can be performed in-person or virtual based on the type of work or project

Virtual

Job duties never require regular in-person attendance, except for occasional gatherings/meetings

LOCATION

At or near a Cox Location

Employee/role is located at a specific Cox location
(based on division guidance)

Not near a Cox Location

Employee lives and works anywhere
(based on division guidance, limited exceptions, policy applies)

SCHEDULE

Established Schedule

Employee works the traditional shift according to their role

Flexible Schedule

Includes Flex, Block, and Compressed schedules

Flex: Employees adjust the start and end times of the workday

Block: Employee schedules "blocks" of time throughout the day that they will be working

Compressed: Employees complete the workweek schedule in less than five days

HOW

WHERE

WHEN

Team Agreement Discussion Approach

Estimated 4–5-hour commitment per ‘team’ discussion

| 1 DISCUSSION PREP | 2 LEADER DISCUSSION May require 2 sessions for L2-L4 leaders | 3 DRAFT TEAM AGREEMENT |
|---|---|---|
| <ul style="list-style-type: none"> • Leader Prep Meeting (30 min) <ul style="list-style-type: none"> • Communicate the need to review thought starter questions & note any preferred ones OR provide your own • Decide if you will conduct 1 or 2 sessions • Identify who & when team pre-work will be sent to participants • Review ‘Non-Negotiables’ from ELT/SLT & prior leader(s) sessions • Review Existing Work Arrangements <ul style="list-style-type: none"> • Review pre/post arrangements; decide which of the arrangement(s) will stand • Distribute Team Pre-work (~1 hour) <ul style="list-style-type: none"> • Flex Forward Foundational content (10 min) • Erica Dhawan video (30 min) • Review thought starter questions and note responses (15 min) • Prepare <ul style="list-style-type: none"> • Tailor Leader Deck Presentation for session(s) • Establish Roles for discussions (timekeeper, scribe, etc.) | <ul style="list-style-type: none"> • Session 1: Discuss, Listen & Document (2 hrs.) <ul style="list-style-type: none"> • Set Up – WIFM, communicate non-negotiables, Leader POV, Introduce Roles (time-keeper, etc.) & how the process will work • Identify Work Arrangements (in-person, hybrid, virtual) for team members/roles • Discuss each Team Agreement Topic to align on team norms • Session 2: Review, Update & Commit (1-2 hrs.) <ul style="list-style-type: none"> • Discuss any topics not completed in session 1 • Review team agreement defined to-date (recap of 1st discussion) – identify where revisions may be necessary • Determine Next Steps <ul style="list-style-type: none"> • Are there cascading ‘non-negotiables’? • How often will the team agreement be revisited (recommend quarterly at a minimum)? • Depth to cascade, & expected convo types (collaborate vs inform) | <ul style="list-style-type: none"> • Draft Team Agreement <ul style="list-style-type: none"> • Based on team meetings, finalize Team Agreement |
| | | 4 POST DISCUSSION |
| | | <ul style="list-style-type: none"> • Share Team Agreement with participants • Leader conducts ‘Check-ins’ <ul style="list-style-type: none"> • During 1:1 sessions follow up on outcomes, concerns, & individual employee needs • Revisit 30-45 days post returning to the office to see what is/is not working |

LEADERSHIP CHALLENGE: Taking Care of Your Team

DID YOU KNOW

- Clinical studies have shown that anxiety and depression result in lowered productivity
- It is harder to spot burnout in remote teams
- 40% of people say they experience burnout during COVID
- The more authentic an employee can be at work, the more productive they are at work

TOP TIPS

- Prioritize their wellbeing
- Watch for signs of burnout
- Be aware of how potential for microaggressions increases fear for return to office.
- Don't be afraid to show humility and vulnerability – be human
- The more authentic an employee can be at work, the more productive they are at work
- Prioritize active listening
- Look at employees as individuals
- Make it ok to take risks -Turn mistakes into learning opportunities
- Keep communication lines open

LEADERSHIP CHALLENGE: Change Management

DID YOU KNOW

- Change management helps your business remain viable due to its ability to grow and adapt to the current trends
- Communication at all levels of an organization is key for success
- There will be people who cannot accept change
- Future overall workforce concerns involve adaptability and critical thinking – not job-specific work skills

TOP TIPS

- “Sell” the change – hype it up, make it fun and positive
- Develop a change management plan – and stick to it
- Keep employees at all levels informed
- Listen to people one-on-one – let them vent, but stay calm yourself
- Be a positive change agent
- Arrange change workshops

LEADERSHIP CHALLENGE: Flexible Environments

DID YOU KNOW

- Hybrid workplaces reduce costs, increase productivity, and help employees financially
- Flexible companies don't describe themselves as such
- "Flexible work" and "remote work" are not the same thing
- Creating a flexible environment takes planning and cooperation
- Once size fits one but does not fit all

TOP TIPS

- Foster regular and effective communication
- Use virtual team-building activities
- Embrace new and emerging virtual technologies like virtual reality
- Clearly define expectations
- Track and communicate
- Strong, virtual on-boarding practices give new employees confidence

LEADERSHIP CHALLENGE: Communication Resources

DID YOU KNOW

- Leadership buy-in can make or break any new idea or tool
- 41% of people believe “lack of communication between staff and management” is one of the biggest workplace issues they face
- 89% of employers think employees leave for more money, but only 12% do

TOP TIPS

- Ensure proper training on the tools needed and leaders engage with the same tools that their teams use
- Don't make it difficult for employees to do their jobs
- Give employees a platform on which they can interact and share with one another
- Get rid of organizational silos
- Minimize emails or other communications to employees outside of working hours
- Set collaboration norms for all platforms

LEADERSHIP CHALLENGE: Managing Virtual Meetings

DID YOU KNOW

- The best remote meetings have three things: connection, collaboration, and feedback
- Attendees often multitask
- Meeting organizers tend to be less careful with the agenda
- Icebreakers can reinforce interpersonal relationships
- There are such things as meetings that should have been emails

TOP TIPS

- Use video and provide a dial-in option
- Have a “Plan B” for technology issues
- Invite the right people
- Set an agenda, share it in advance, and stick to it
- Engage employees throughout the meeting – not just at the end
- Keep it short
- Introduce everyone in attendance

LEADERSHIP CHALLENGE: Remote Conversations

DID YOU KNOW

- Managing difficult conversations virtually is as uncomfortable as it is in person
- Body language can tell you a lot
- Virtual conversations create not only physical distance, but also a sense of distance
- A little extra preparation for a virtual conversation makes a big difference
- Difficult conversations should be approached with grace and tact

TOP TIPS

- Create a sense of co-presence
- Tackle difficult situations head-on
- Get your facts straight
- Use cameras so you can see the person you are talking to
- Use constructive feedback
- Be specific

LEADERSHIP CHALLENGE: Engaging Your Remote Employees

DID YOU KNOW

- Just because you have the ability to use video, you don't have to use it for everything
- Coaching is a vital resource for helping remote employees feel important
- Things can get lost in translation
- A simple question like: "How can I help you be more productive and feel more connected?" can change everything

TOP TIPS

- Use the right communication tool
- Set expectations
- Engage often
- Schedule regular team and individual meetings
- Be transparent
- Don't let leadership development programs fade
- Use active listening skills