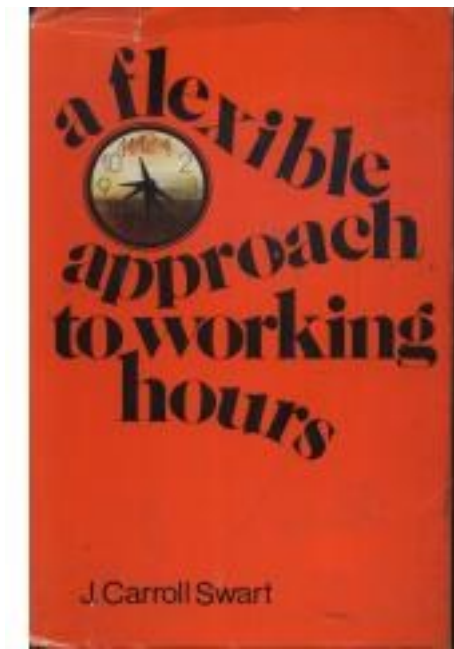


A flexible approach to working hours



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Often in the news but possibly misunderstood, the flexible working hours approach to human resources management may be one of the most innovative developments to appear on the business scene in decades. Here, in a

practical and carefully balanced analysis, is what it really is--and what it is not.

For managers and workers in all types of organizations, J. Carroll Swart presents the first full look at how people can break out of the conventional locked-in work time frame and, by doing so, better themselves and their companies. Originating in Europe, such plans as flexitime and flexitour have proved they can dramatically change the ways in which people do their jobs and increase productivity and profits for companies using them. They may not be appropriate for all companies or all situations, but where they are appropriate, and when they are implemented correctly, the results are remarkable. There is nothing theoretical about it, Swart says. The system is intensely practical; with numerous performance-oriented case studies, he shows how.

Swart starts with the concept of humanistic management and a question asked with increasing frequency:

How do we improve the quality of work life? He shows how organizations in the past have tried to improve worker motivation, performance, and satisfaction by other methods, then

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