

The Evolution of the Work-Life Field

Prof. Brad Harrington
Boston College Center for Work & Family
The Many Faces of EAP, 27th Spring Symposium
Waltham, MA

Boston College & The Center

- Founded by Jesuits in 1863, enrolls 13,700
- Ranked nationally in top 30, one of “New Ivies”
- Carroll School of Management ranked 14th in undergraduate programs
- Center founded 1990 - three corporate partnership organizations
 - Work & Family Roundtable (1990)
 - New England Work & Family Association (1992)
 - Global Workforce Roundtable (2006)



CWF Mission

The Center for Work & Family is committed to enhancing the success of organizations and the quality of life of today's workforce by providing leadership for the integration of work and life, an essential for individual, organizational and community success.

Key differentiator:
**Bridging the worlds of
research and practice.**



A Sample of CWF Members include ...

- IBM
- Merck
- Intel
- Royal Dutch Shell
- Price Waterhouse
- KPMG
- Eli Lilly
- Kraft
- Booz-Allen Hamilton
- Dow
- Marriott
- BP
- Goldman-Sachs
- Prudential Securities
- Hewlett-Packard
- Abbott Laboratories
- American Airlines
- Bristol-Myers Squibb

CWF: Recent Research Areas

- Measuring the impact of flexibility
- Telecommuting
- The aging workforce
- Global leader's study
- Needs of low-wage workers
- The Protean Career
- Evolution of work-life & workforce management



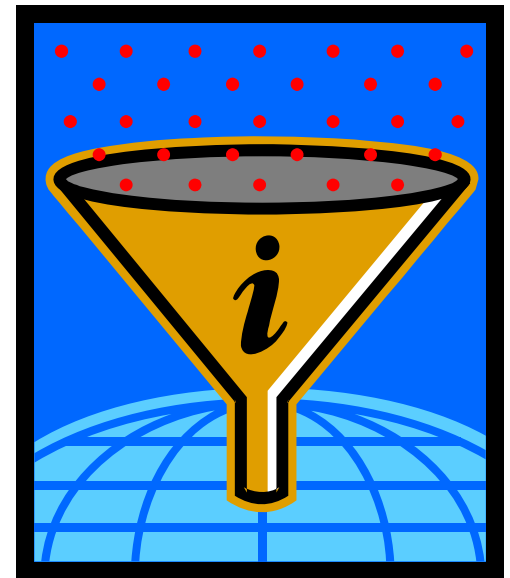
Objectives of the Evolution Study

- Understand how workforce strategies evolved in large companies in response to need for work and family integration over the past 15 years
- Examine the current trends that will impact work-life practices
- Identify the key focus areas / skills needed by work-life practitioners in the future



Methodology and Sources

- *Review of literature on field and its history*
- *Discussions with thought leaders:*
 - *Practitioners*
 - *Researchers*
 - *Founders of the field*
- *Interviews from other studies*
- *Future Search Conference*
- *Survey practitioners and experts on key themes*



Interviewees included (for example) ...

- Anne Andreosatos, Proctor & Gamble
- Prof. Lotte Bailyn, MIT
- Kathleen Christianson, Sloan Foundation
- Prof. Bob Drago, Penn State
- Carol Evans, Working Mother
- Ellen Galinsky, FWI
- Stacey Gibson, Bristol-Myers, Squibb
- Maria Ferris, IBM
- Ralph Larsen, formerly of J & J
- Prof. Shelley MacDermid, Purdue
- Rhona Rapoport, Researcher
- Faith Wohl, DuPont (retired)



“My marching orders for the field would be to get out of the box that we’re in. Look at the world as it is today, but, more importantly, as it’s going to be in five years, or ten years, or more ...I think the Work/Life field needs to do that on a much larger scale than it has so far. Because if we don’t understand the context and the change that’s happening in that context, we’ll be asleep at the switch. And wouldn’t it be tragic if we in the Work Life field missed the changes that [may be] coming?”

Faith Wohl

Future Search Conference

- Held July 18-19, 2007 at Boston College
- Brought together
 - Practitioners
 - Academics
 - Not-for-profit leaders
- 2 days in conversation, exploration, no presentations
- **Goal: Discuss key trends and begin developing a vision for future of workforce management**

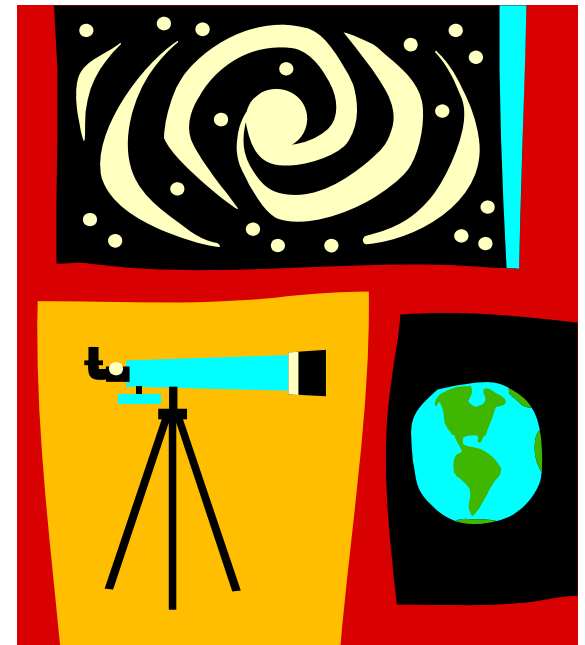


Future Search Conference Attendees

- Lotte Bailyn, MIT
- Donna Klein, Corporate Voices
- Peggy Henderson-Divers, IBM
- Candi Lange, Eli Lilly
- Jessica DeGroot, Third Path Inst.
- Kathy Kacher, Career-Life Alliance
- Bill Albright, MITRE
- Kathy Lynch, CoWA
- Ann Andreosatos, P & G
- Lois Backon, FWI
- Jackie James, CWF
- Judi Casey, Sloan Network
- Joyce Fletcher, Simmons
- Kathie Lingle, AWLP
- John Hamilton, Philips
- Andi Moselle, AstraZeneca
- Kay Campbell, GSK
- Karen Shine, Digitas
- Mindy Fried, Researcher
- Prof. Sandy Burud, Claremont
- Peter Linkow, WFD
- Erin Sullivan, Fidelity
- Laura den Dulk, Researcher
- Brad Harrington, BC

Important Present and Future Trends

- Globalization
- Mergers & Acquisitions
- Changing Demographics
- Importance of Diversity
- Increasing Healthcare Costs
- Changing Gender Roles
- Culture of Overwork
- Growing Inequality / Insecurity
- Pervasive technology - we can't get away from



Weighting Priorities: The \$100 Test

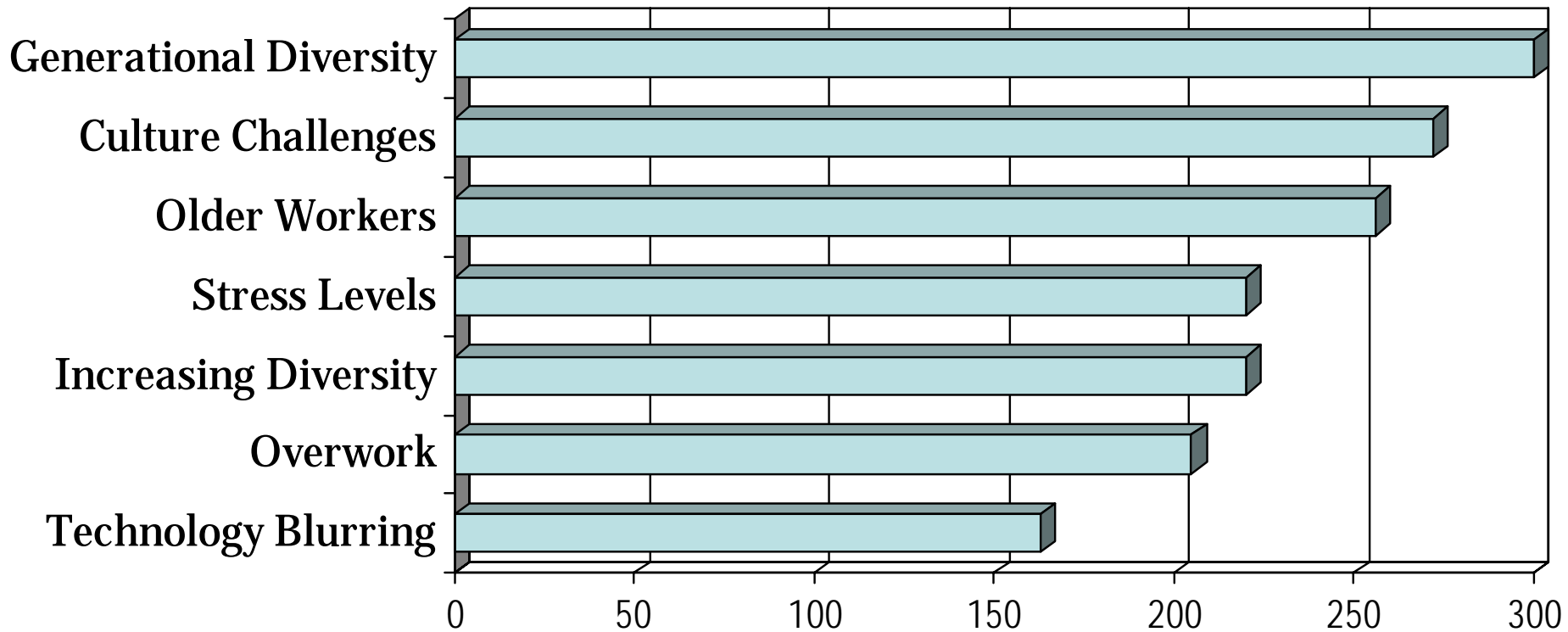
- You have \$100 dollars to invest in the issues
- Quick way to pinpoint areas of focus
- Can accomplish three things
 - Identifies priorities
 - Rank orders
 - Relative weightings
- Completed by BC Roundtable members, Future Search participants, leading academics



Trends that will Impact Work-Life

1. Generational Diversity: 301
2. Challenge Across Cultures: 272
3. Older Workers: 256
4. Stress Levels: 220
5. Increasing diversity: 220
6. Overwork: 205
7. Technology Blurring W/F Division: 163
8. Health Care Costs Lead to Promoting Balance: 160
9. 24/7 Environment: 144
10. Working Virtually: 144
11. Longer Work Hours: 141
12. HC Costs Lead to Longer Career: 130
13. Talent Shortage: 124
14. EE's earn less to achieve balance: 115
15. Younger Workers: 107
16. Technology Changing Work's Nature: 96
17. Backlash to HealthCare Cost Increases: 94
18. Dual-centric: 92
19. China and India's Economies: 75
20. More Self-Directed Careers: 73
21. Impact on Instability: 72
22. Increasing Immigrant Workers: 55
23. Impact of Job Loss: 52
24. Co-Parenting Increase: 51
25. Women in Management: 50
26. Desire for Meaning in Work & Life: 49
27. Income Disparity: 48
28. Increasing Self-Reliance Benefits: 46
29. More idiosyncratic career changes: 45
30. Changing Employee/Employer Relationship: 45
31. Challenge of Large Organization: 38
32. Impact on Downsizing: 20
33. Increase in Low Income Workers: 5
34. Values Shift from communal to individual: 4

Trends that will Impact Work-Life

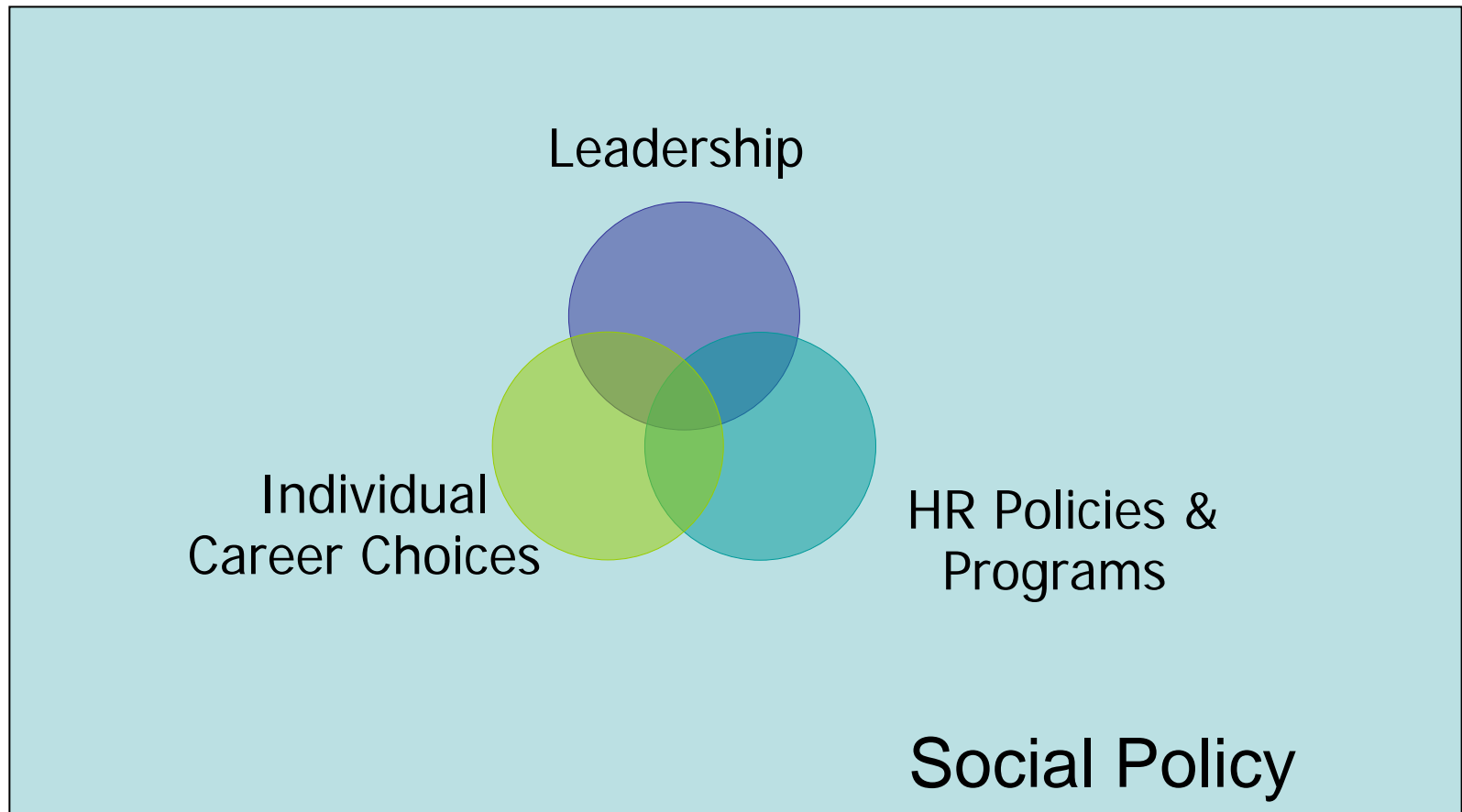


Trends that will Impact Work-Life

- Aging workforce and generational diversity
- Challenges of working in a more diverse workplace (e.g. Gender, race, ethnicity, religion)
- Increasing stress and overwork
- Globalization, working across cultures, 24x7
- Pervasive use of technology and working virtually
- Dramatic increase in health care costs



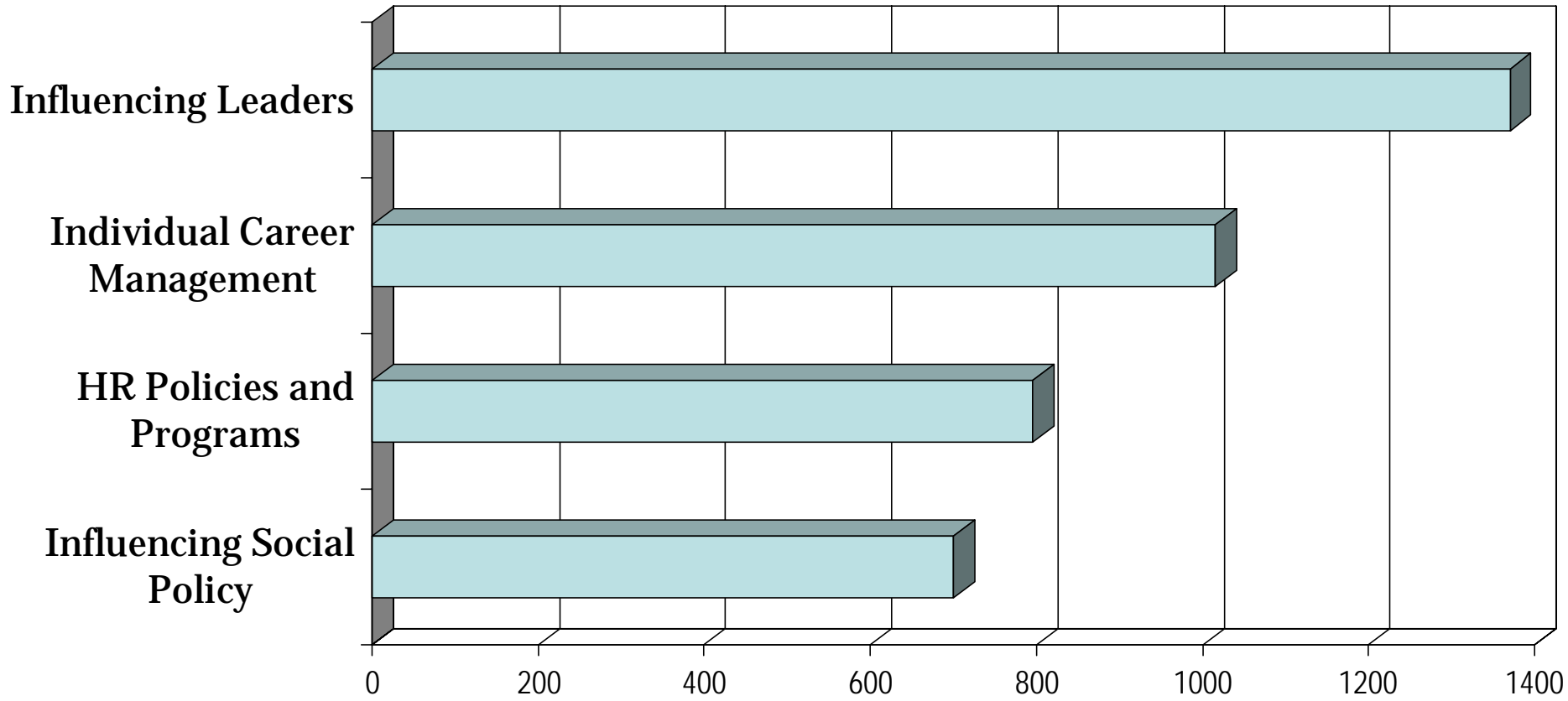
Creating an effective work/life culture



Focus for Work-Life Practitioners

- **HR Policies and Programs:** Develop effective policies & programs that address the broad range of work-life issues
- **Influence Organizational Leaders:** Work in a consultative manner with leaders at all levels to ensure that effective work-life management practices are incorporated into the organization's values, culture, and management behaviors.
- **Help Individuals Make & Negotiate Career Choices:** Provide individual employees with training, consulting, & support to make good choices and pro-actively manage their career and work-life options
- **Influence Social Policy:** Work externally to ensure employees' needs supported through effective social policy

Critical Focus Areas

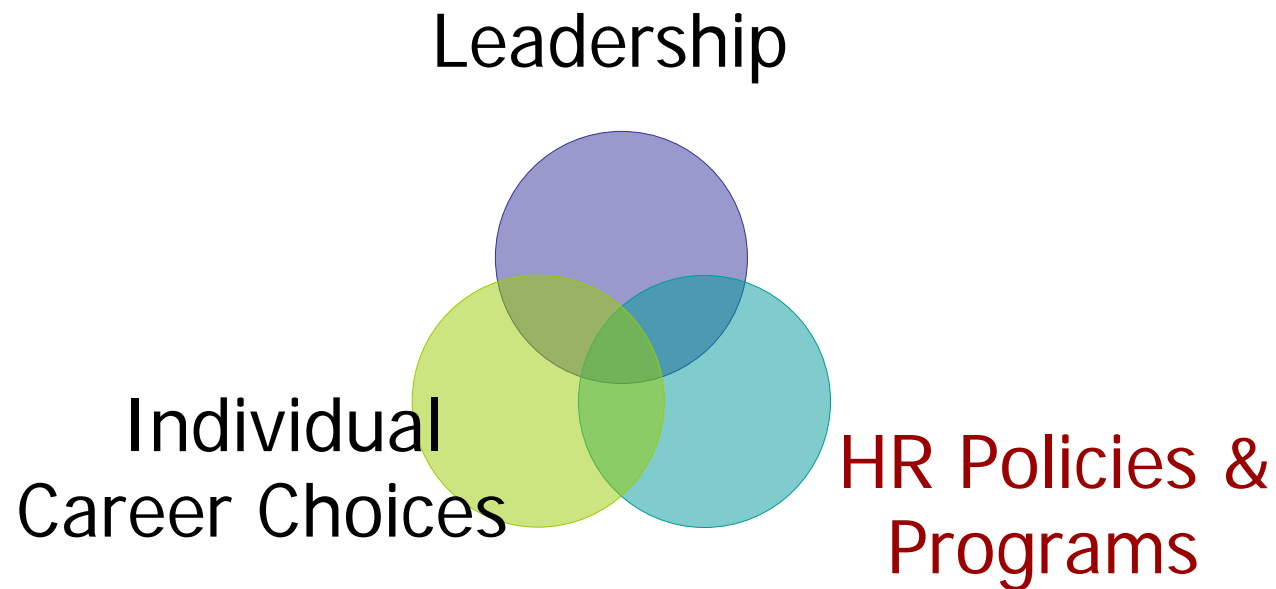


Influence Social Policy

- Foster public-private partnerships to solve problems that transcend any one employer
- Convene summit on healthcare to study the relationship between work-life practices and positive health outcomes
- Develop solution to need for Universal Health Care
- Develop a media campaign on the importance of work-life
- Increase education for students on how to manage work/life issues



Changing corporate culture

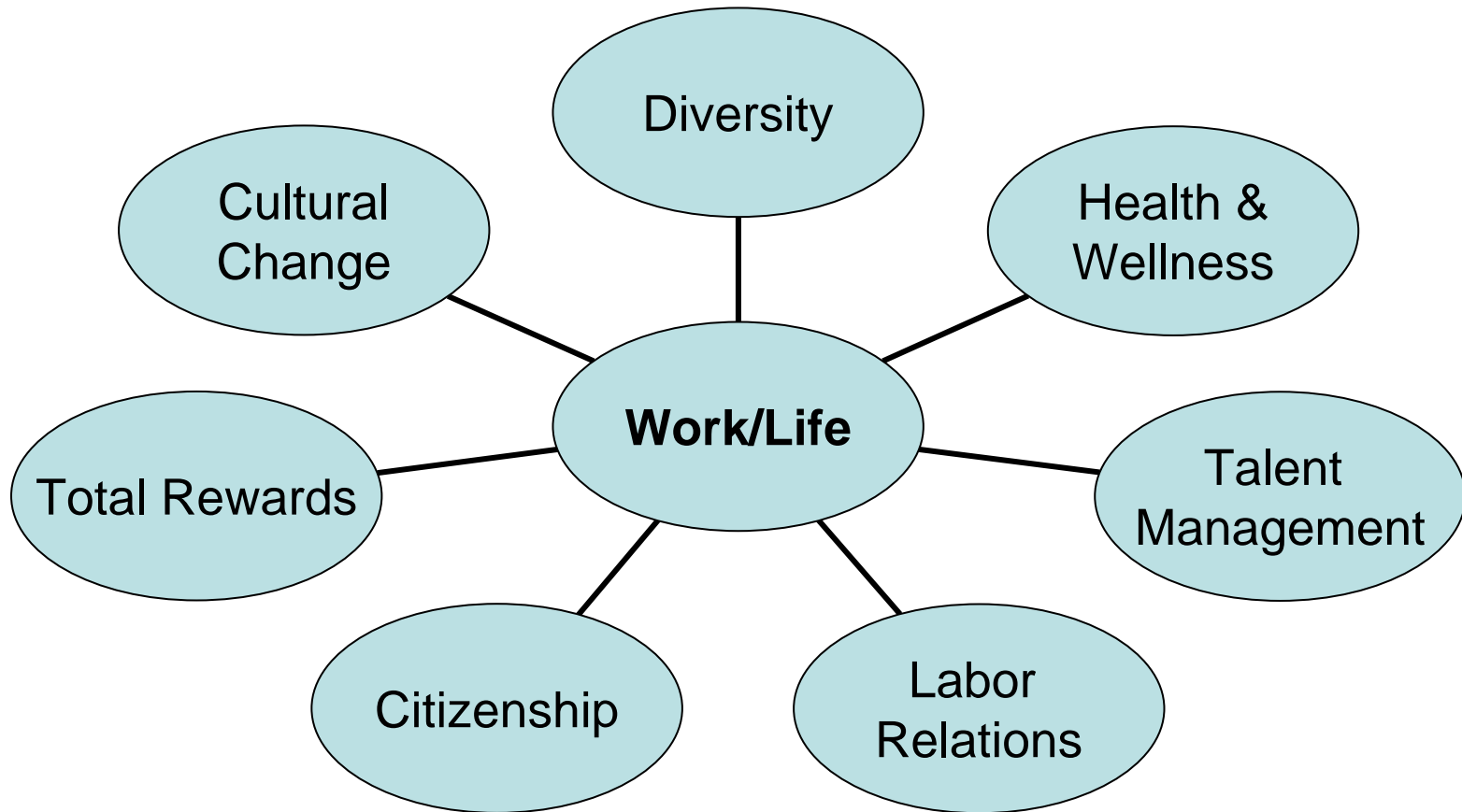


HR Policies

- Help ensure consistency of implementation
- Help institutionalize the desired change
- Help ensure equity across levels
- Provide guidance for managers and employees
- Necessary but not sufficient
- Help people at the more vulnerable end of the scale



Work/Life Perspectives



HR Policies

Once we got to the notion of flexibility, a lot of things kind of fell into place in terms of HR policies. But you also need to change the organizational culture in order to make this stuff work. Big companies are really trying to do the right thing by having great policies in place that people aren't using even today.

If anything, I think we're in an environment where it's almost harder to get people to use policies because of concerns about job security. And people worry, if I use this, am I going to lose my job?

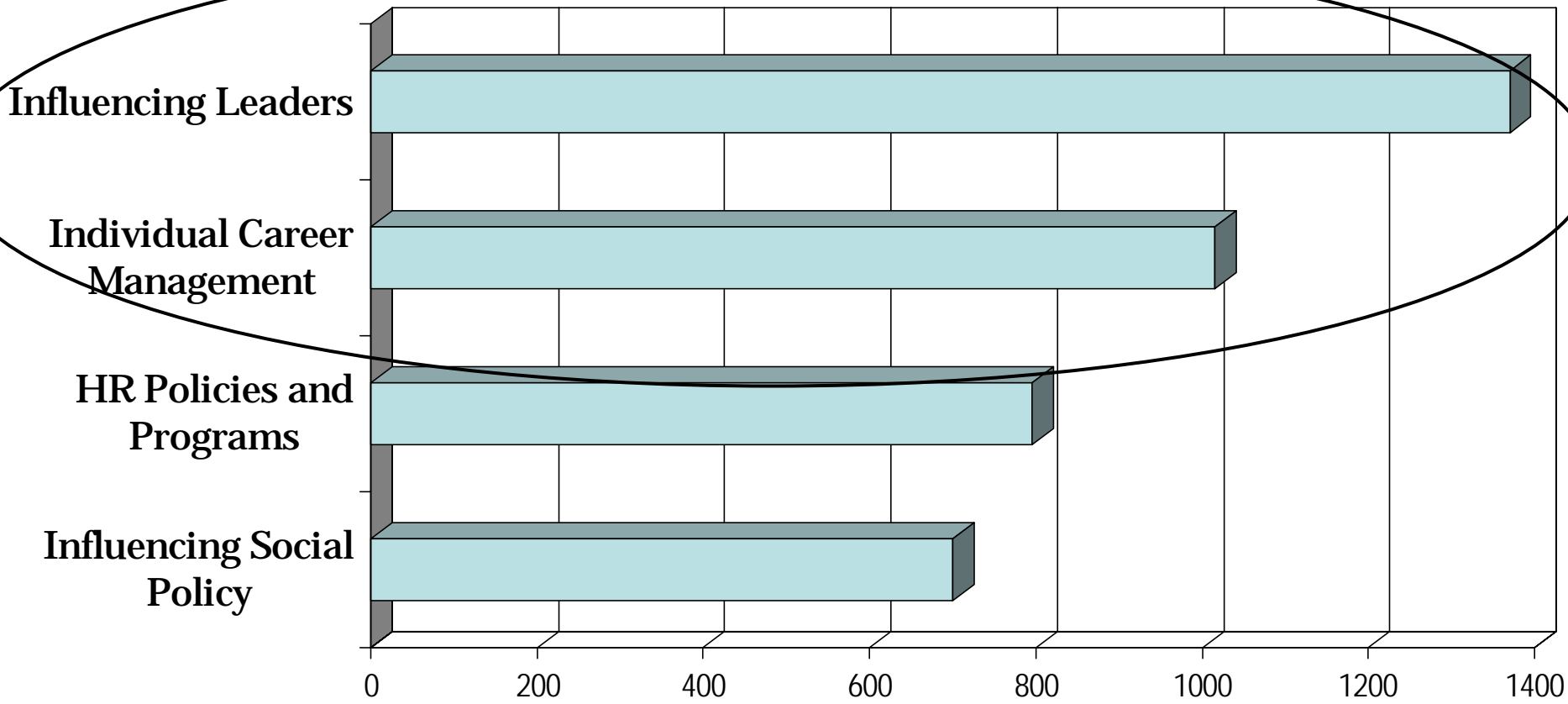
Bob Drago
Penn State University

Cultural Change

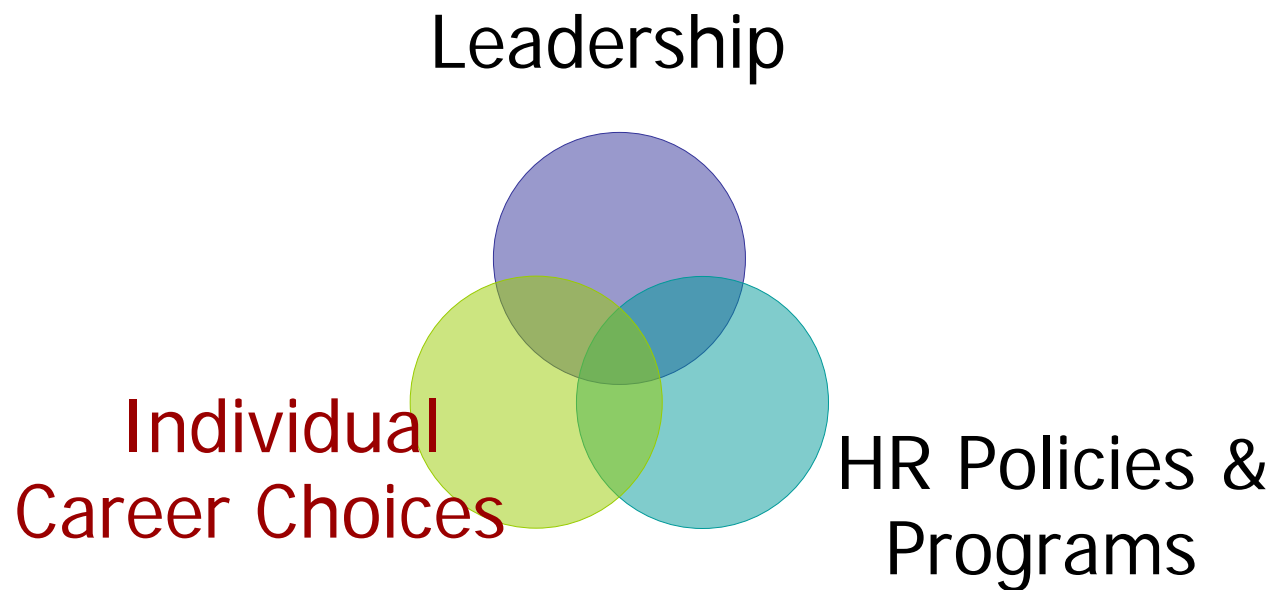
I learned how difficult it is to get organizations to change the way they work, even when they say they want to, and how much people are dependent on policies without understanding that the policies, while necessary (it's the same with legislation), they're totally insufficient because it's their implementation that makes the difference.

Rhona Rapoport

Critical Focus Areas



Changing corporate culture



Work-Life and the individual

The real owners ...

“Most bosses are willing to accommodate work-life challenges if you have earned it with performance. The key word is: if. Even the most accommodating bosses believe that work-life balance is your problem to solve.”

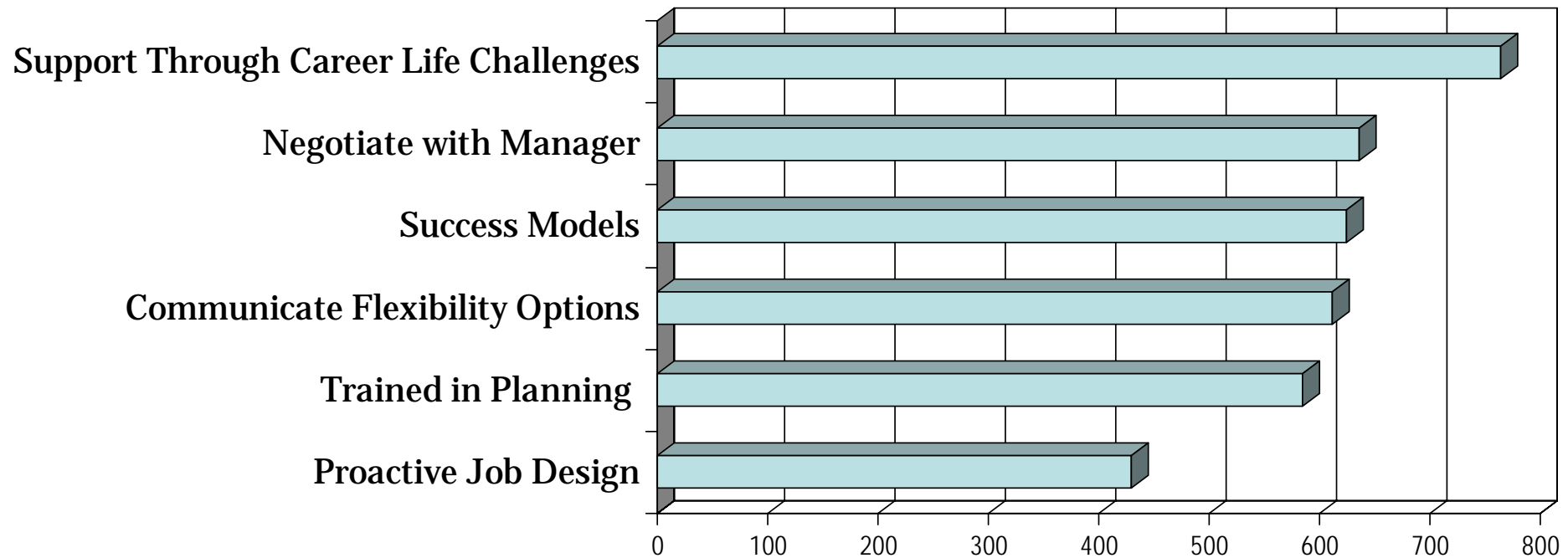
Jack Welch, Former CEO
General Electric

Work-Life and the individual

Individual career choice is a really important area that the work/life industry needs to focus on more. Helping people find the right solution. Helping people do what I call 'straight talk' with their manager. Helping the individual to represent themselves within the company. This is where I see the pain. Even in good companies, when I speak with individuals, there is a disconnect to their own life somehow.

Carol Evans, CEO
Working Mother

Help Individuals Make Career Choices



Traditional vs. Protean Career

<i>Issue</i>	<i>Traditional Career</i>	<i>Protean Career</i>
Who's in charge?	Organization	Person
Core values	Advancement	Freedom, growth
Degree of mobility	Lower	High
Key attitudes	Organizational commitment	Work satisfaction Professional commitment
Success criteria	Position level, salary	Psychological success Purposeful work

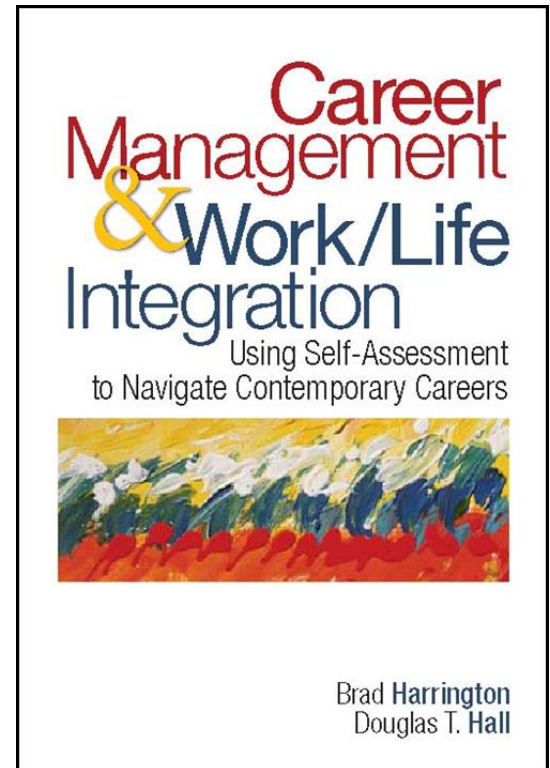
Help Individuals with Career Choices

- Provide individuals with support (coaching, R&R, EAP) through difficult career challenges
- Coach & encourage individuals to work with their managers to create optimal job structure and career path
- Communicate a wide array of success models
- Ensure individuals well versed in available Flexible Work Arrangements
- Train individuals in career management



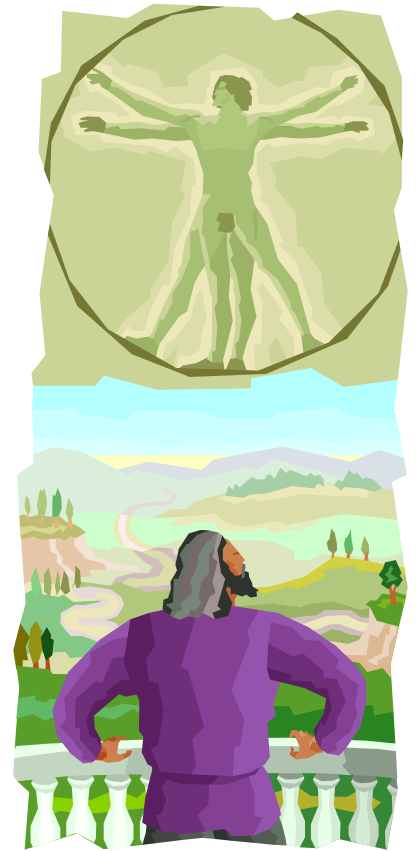
Career Management Course

- Offered to 2nd Year MBA Students
- Protean Career Concepts
- Career best managed, success best assessed by individual
- Sees career in work / life context
- Focus on critical competencies:
 - **Identity**: clear self concept & self-awareness
 - **Adaptability**: ability to adapt to changing professional and personal circumstances



Identity: Who am I, what am I good at?

- Autobiography (experience)
- Identities Exercise (sub-identities)
- Strong Interest Inventory (interests)
- Career Values Card Sort (values)
- Lifestyle Representation (lifestyle)
- Interview with Others (skills)
- 10 Years Out (personal vision)
- Life Themes (Summarize key “truths”)

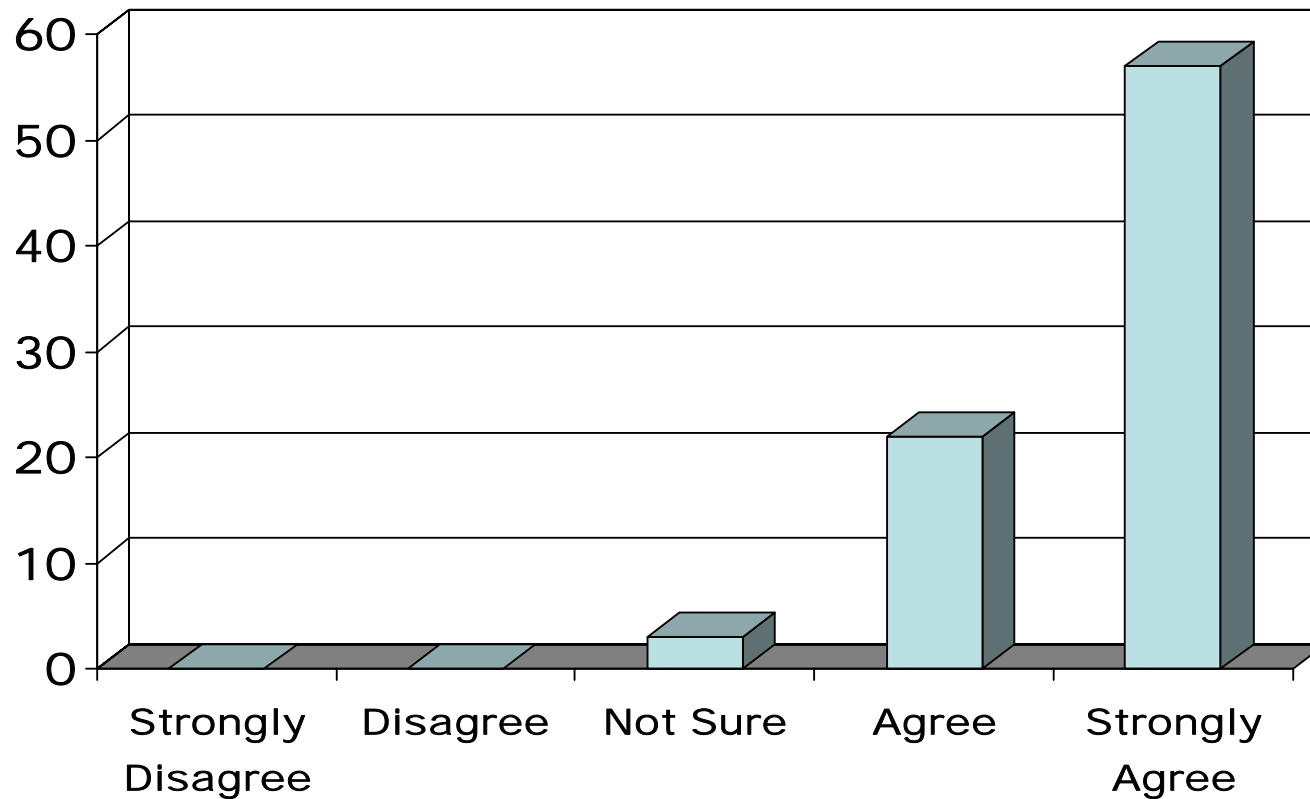


Adaptability: How do I manage my career / life over time?

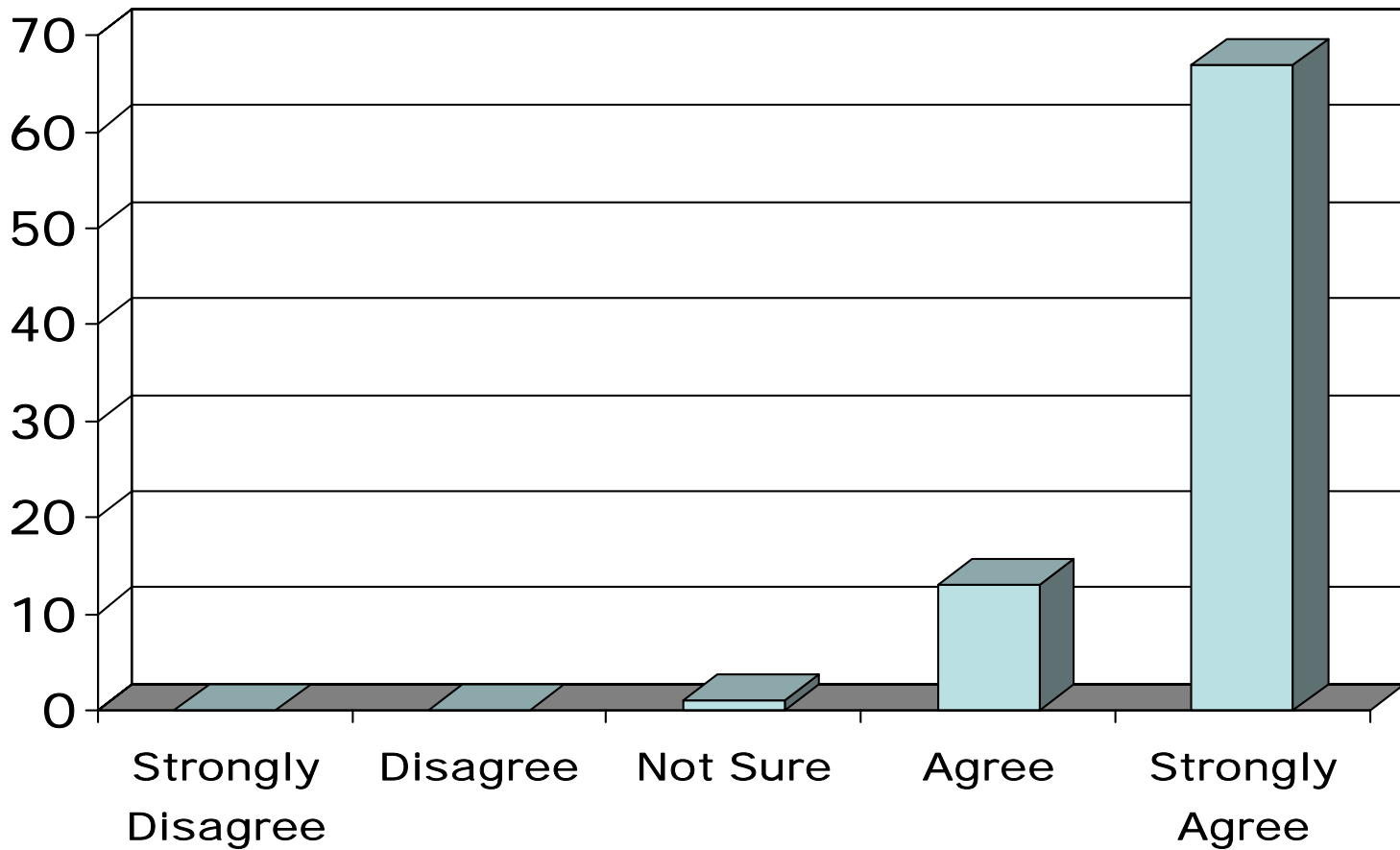
- Finding & pursuing the right opportunities
- Making good career decisions
- Advancement vs. Alternative Career Paths
- Couples & Family Issues
- Flexible Work Arrangements
- Careers over the lifespan
- **Developing a career plan**



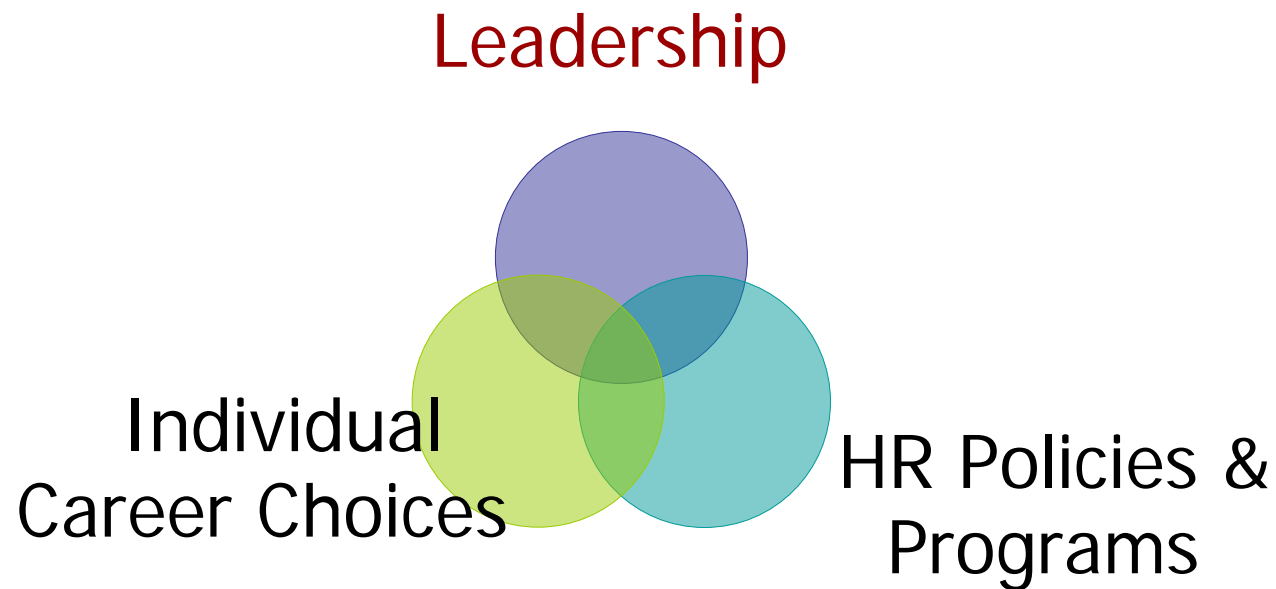
I enjoyed learning subject matter



Helped my personal development



Changing corporate culture



Leadership Commitment

The role of the chief executive officer of any organization is to set the tone at the top. The role of the chief executive officer is to give permission for new thinking. But you can also convey that you have a high regard for, and respect for, the dignity and stability of the family, and you're open to new ideas—as to how we can develop policies and programs, and so forth, that facilitate that. So it's setting the tone, giving permission and encouragement, encouraging people to move in a positive way on this front.

*Ralph Larsen, Former Chairman
Johnson & Johnson*

Culture & Leadership: *The Relationship*

- Culture on an organizational level is “created, embedded, developed, and ultimately manipulated, managed and changed”
- Leaders create and change cultures
- Managers and administrators live within cultures
- Culture creation and management are really the essence of leadership; therefore, the two can not be seen separately

Prof. Ed Schein, MIT Sloan School
Organizational Culture and Leadership

Can culture be observed?

Levels of culture

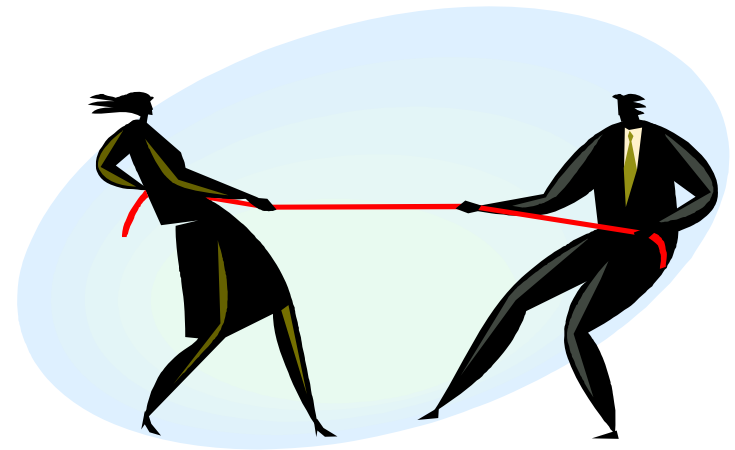
- **Artifacts:** visible structures and processes
- **Espoused values:** what leadership says matters
- **Underlying assumptions:** what leadership really believes matters

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Organizational Culture and Leadership

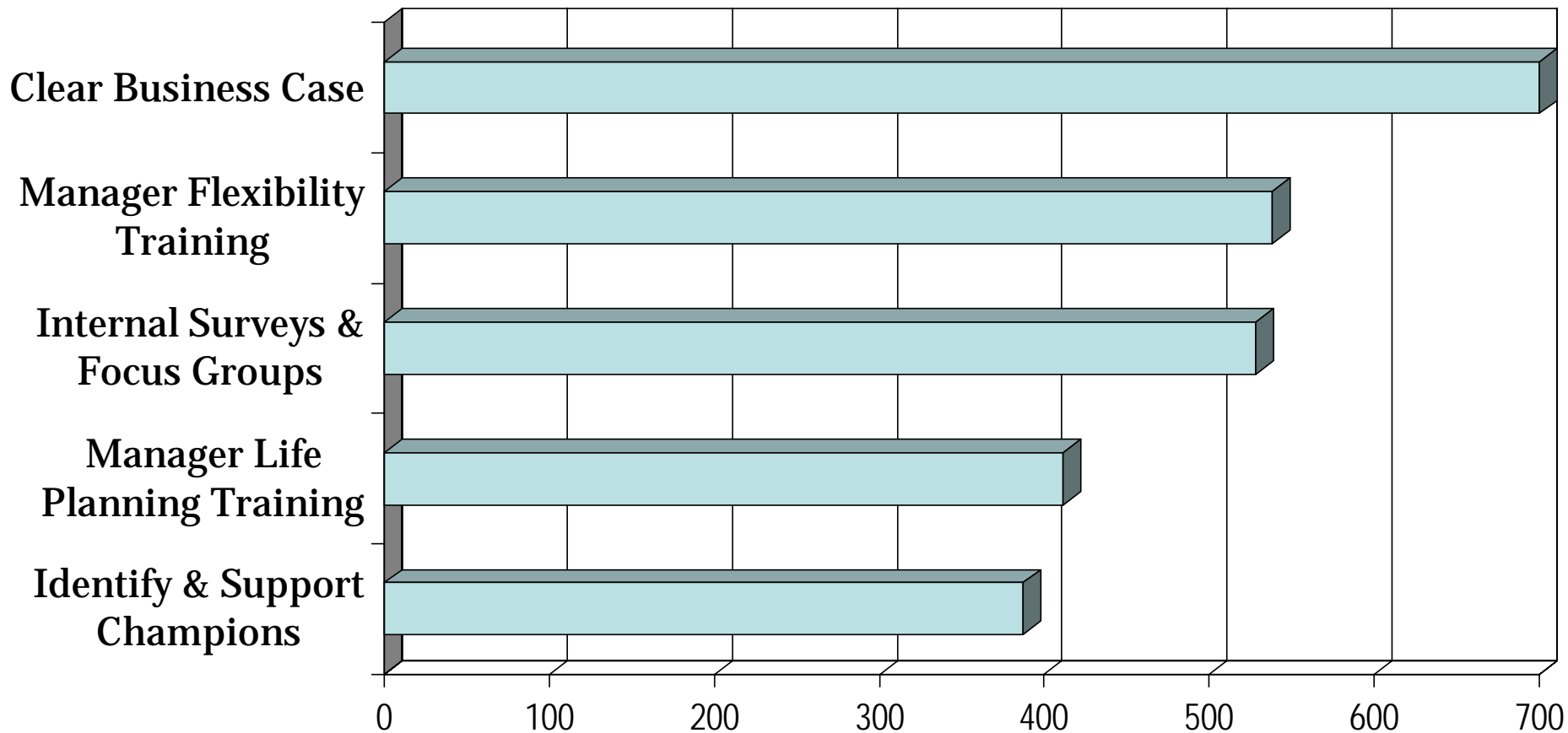


Why is Work-Life a struggle for leaders?

- Lacks “face validity”
- “Manage performance! Don’t take on personal problems”
- An employee-centric perk
- Two rules of change
 - Need top management commitment (maybe)
 - Top management needs to “walk the talk” (no)
- A huge issue personally, small organizationally
- Organizational ambivalence persists

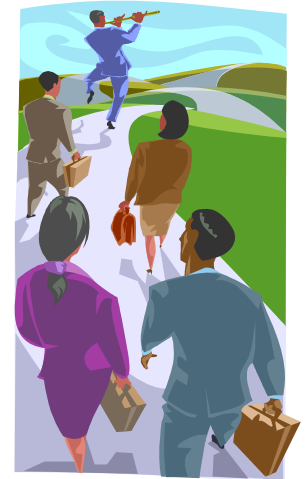


Influence Organizational Leaders



Influencing Leaders

- Make business case for work-life clear (through data, research, & anecdotal evidence)
- Train all managers on how to use flexible management approaches
- Use surveys, focus groups to demonstrate importance of work-life in retaining talent
- Train all managers in career-life planning (themselves & subordinates)
- Support pioneer leaders and enlist them in making the case for work-life



Critical Skills for the Field

- Understanding how work/life perspective can be incorporated into broad range of workforce management practices
- Ability to demonstrate how innovative workforce practices lead to positive organizational outcomes
- Consulting with & educating managers on importance of and how to use flexible approaches
- Change management expertise
- Ensuring employees have the skills to make appropriate career choices



Summary

- Work-life field is here to stay
- Issues taking center stage: aging, diversity, overwork, globalization, wellness, technology
- Practitioner role moving from implementing policies & programs to cultural change:
 - Influencing leaders
 - Helping employees craft career-life strategies
- Need to improve as change agents and HR integrators



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