Boston College Center for Work & Family

- Global leader in workforce effectiveness
- Bridge builder between academic research and corporate practice
- Resources available on our website: www.bc.edu/cwf

Follow us: @BCCWF
CWF Members include …
Prof. Brad Harrington

Dr. Brad Harrington is the Executive Director of the Boston College Center for Work & Family (CWF) and a research professor in the Carroll School of Management. Prior to coming to Boston College, Brad Harrington was an executive with Hewlett-Packard for twenty years. Brad's teaching and research focuses on career management and work-life integration, leading organizational change, contemporary workforce management strategies, and the changing roles of men at home and in the workplace. He is the author of *Career Management and Work-Life Integration: Using Self-Assessment to Navigate Contemporary Careers* (Sage Publications, 2007) and was principal author of *The New Dad* research series (2010-2012). Dr. Harrington’s work on fatherhood has garnered international media attention. Brad holds a BS in Business Administration from Stonehill College, a Master of Arts in Psychology from Boston College, and a doctorate in Human Resource Development from Boston University.
Agenda for our session

- Why it is important to “not declare victory too soon”
- How the workplace and workforce are continuing to change
- How shifting trends and demographics in work-life and employee wellness require new solutions
- How a "whole person" focus enables employee productivity
- Why creating a productive and meaningful workplace is necessary for organizational effectiveness
Why this white paper?

- We’ve been operating in a very difficult business environment for nearly 5 years (2007-2012)
- In this environment, every expense is scrutinized and “nice to do” things are often eliminated
- There is also a tendency to, as Harvard B-School change guru John Kotter termed it, “declare victory too soon”- we’ve addressed work-life!
- Without being alarmist, we need to ensure senior leaders understand that we have not solved the work-life challenges, and greater challenges may lie ahead
# Expanding Workforce Challenges

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Women’s issue ➔ Men’s issue
More w-f conflict: Mom or Dad?

(National Study of the Changing Workforce by Galinsky, Aumann, and Bond, 2008)
Time off after most recent child

By contrast, most mothers take 2-6 months leave
How Fathers see their role

- Earning money to meet my child’s financial needs.
- Mostly earning money to meet my child’s financial needs, but also providing some physical/emotional care for him/her.
- Both caring for my child and earning money to meet his/her financial needs.
- Mostly caring for my child, but also earning some money to meet his/her financial needs.
- Physically/emotionally caring for my child.
How should/is care giving divided?
Child Care ➔ Elder Care
Child Care ➔ Elder Care

Percent of Men and Women Providing Basic Parental Care

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<thead>
<tr>
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<th>1994</th>
<th>2008</th>
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<tbody>
<tr>
<td>Men</td>
<td>3%</td>
<td>17%</td>
</tr>
<tr>
<td>Women</td>
<td>9%</td>
<td>28%</td>
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Unlike child care, elder care ...

- Delivery systems can be informal or piece-meal for those who do not need the 24-hour care
- Must be determined by siblings who have differing views of the most appropriate solutions.
- Can be unpredictable in duration & intensity.
- Eventually may require exceptional care which include complex medical and insurance issues.
- The cost can be much greater with full-time care in a nursing home ranging from $77-100K per year
- Can be psychologically debilitating as the person you care for will likely get worse, not better
Conflict ➔ Meaning and Enrichment
Conflict and Enrichment

WORK

CONFLICT
(Negative Impact)

ENRICHMENT
(Positive Impact)

FAMILY
Important? Managers vs. Millennials

Managers and Millennials view of the most important factor that indicates career success to Millennials

- Meaningful Work
- High Pay
- Sense of Accomplishment
- Challenging Work
- High Level of Self Expression
- High Level of Responsibility

Source: Levit & Licina, 2011
Challenges Engaging Top Talent

- Attributes that define rising stars:
  - **Ability**: Intellectual, technical, & emotional skills to handle increasingly complex challenges
  - **Engagement**: Level of connection & commitment employee feels toward the firm and its mission
  - **Aspiration**: Degree to which employee’s desires align with what the company wants for him or her

- Since 2007 employee engagement has plunged from 8% to 21% highly disengaged, higher for star players.

- Too much emphasis placed on employees’ ability.

Martin and Schmidt, *How to Keep Your Top Talent*
*Harvard Business Review*, May 2010
<table>
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<th>Issue</th>
<th>Traditional Career</th>
<th>Protean Career</th>
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<td>Who’s in charge?</td>
<td>⚫ Organization</td>
<td>⚫ Person</td>
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<td>Core values</td>
<td>⚫ Advancement</td>
<td>⚫ Freedom and growth</td>
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<td></td>
<td></td>
<td>⚫ Work-life integration</td>
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<tr>
<td>Degree of mobility</td>
<td>⚫ Lower</td>
<td>⚫ High</td>
</tr>
<tr>
<td>Key attitudes</td>
<td>⚫ Commitment to organization</td>
<td>⚫ Commitment to profession</td>
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<td></td>
<td></td>
<td>⚫ Work satisfaction</td>
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<td>⚫ Work to live not live to work</td>
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<td>Success criteria</td>
<td>⚫ Position level and title</td>
<td>⚫ Psychological success</td>
</tr>
<tr>
<td></td>
<td>⚫ Salary</td>
<td>⚫ Meaningful work</td>
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National Initiatives ➔ Global Initiatives
Complexity of working across cultures
National vs. Global workforce initiatives ...

- We have encountered significant challenges in implementing workplace solutions in the US.
- ... but now our organizations and our roles are looking for more consistent, global solutions.
- When we work globally in the people arena, we need to understand the significant differences in:
  - Workplaces cultures
  - Family systems and structures
  - Gender norms / expectations
  - Infrastructure to support ways of working
  - Legal environments
Health Maintenance ➔ Well-Being
“Advancing the health, safety and well-being of our global workforce is an absolute priority; it is a commitment that encompasses the environments in which employees work and the communities in which they live.”

Martín J. Sepúlveda, M.D. FACP, Vice President Integrated Health Services
Flexibility ➔ The Virtual Workplace
Working in a Virtual World

As a result of globalization, technology, work-life balance, and outsourcing, virtual teams are becoming more common. Leaders of virtual teams rarely have the chance to connect with their direct-reports face-to-face. Therefore, in addition to the typical challenges a leader faces when his/her team is all in one location, virtual leaders must communicate, build trust, and instill accountability via technological means.

ONLINE SAVES MONEY

A five-person meeting conducted in-person (involving plane travel for four of the attendees) is over 7x MORE EXPENSIVE than a meeting conducted by audio conference, and nearly three times as expensive as a videoconference.

OFFLINE IS A TROUBLE

Busy professionals attend over 60 MEETINGS each month. However, most say they cannot attend all meetings to which they are invited due to the tremendous demands on their time.

ONLINE SAVES TIME, TOO

The average time participants spend to prepare for, travel to, and attend an in-person meeting involving five people is 52 hours and 24 minutes. This is MORE THAN 3x THE TIME involved in an audio or video conference meeting.

TECHNOLOGY IS ADVANCING

Most busy professionals — 89% BELIEVE — that technology will make meetings cooler in the future.

SOURCE

Meetings in America Study, InfoCom, a division of NPO Worldwide.
Work-Life ➔ Workload
Workload Trends

Managers' workloads increased: 96%
Employees' workloads increased: 87%
The demands of managing globally increased: 60%

Has workload increased in past 12 months?
Adapted from Workload In America Report, WFD Consulting, 2010
HR Programs ➔ Workplace Culture
An Integrated People Strategy

Organizational Mission and Strategy

Leadership & Culture

Individual Career Management

HR Policies & Programs

Organizational Values and Workforce Expectations
Our business challenge

The business case for what we do – call it work-life, workforce effectiveness, cultural change, etc. - is more powerful than it has ever been. At the same time, we need to understand that the ability to communicate our value proposition to our leadership teams is more critical than ever in light of the continuing, global economic challenges which can lead to short-term thinking on our people strategies and our most important asset that we often eliminate at the first sign of trouble.
Thank you! For more information:

Contact us:

**Brad Harrington**
Brad.Harrington@bc.edu
617-552-4544

**Jennifer Fraone**
Jennifer.fraone@bc.edu
617-552-2862
Or visit our website:

[www.bc.edu/cwf](http://www.bc.edu/cwf)