



BOSTON COLLEGE  
Center for Work & Family  
CARROLL SCHOOL OF MANAGEMENT

*Millennial*  
The New<sup>v</sup>Dad:  
Understanding the Paradox of  
Today's Fathers

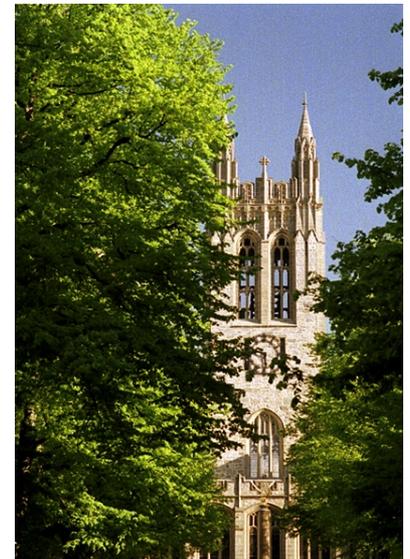
Prof. Brad Harrington  
June 16, 2016



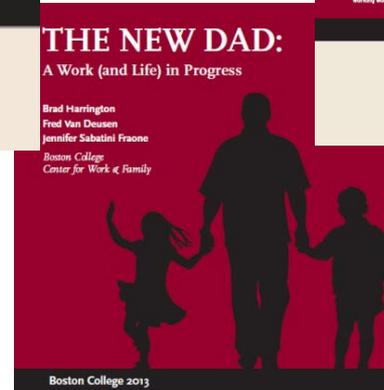
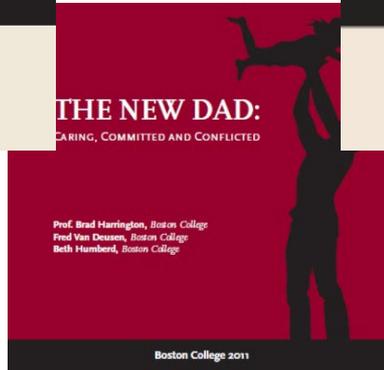
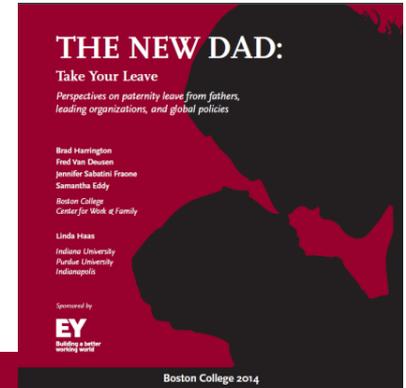
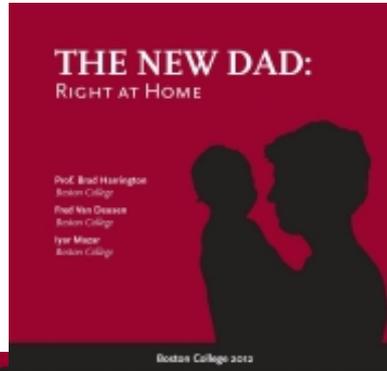
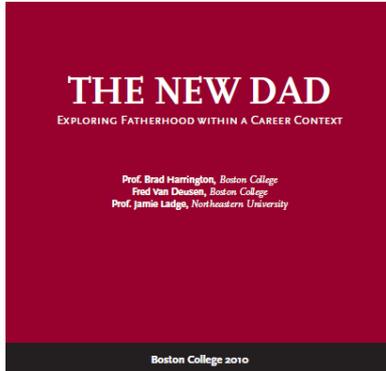
The Center for Work & Family is the leading university-based center focused on supporting employers in their efforts to improve the lives of working people and their families.

Key areas of focus:

- Supporting work-life and flexibility
- Fostering employee well-being
- Engaging & managing talent
- Leading globally inclusive workplace



# The New Dad Studies



[www.thenewdad.org](http://www.thenewdad.org)



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- Driven
- Hard-working
- Ambitious
- Self-centered
- Disloyal
- Self-directed
- Lazy
- Entitled
- Want work-life balance
- Socially-conscious
- Committed
- Need constant feedback

# We all know Millennials are ...

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- Survey conducted on US Millennials
- Original study consisted of 1100 Millennials
- Worked in one of 5 companies engaged in:
  - professional services (accounting, consulting)
  - Insurance and benefits providers
  - Global financial services provider
- For this research focused on 327 Millennial parents and specifically, the 151 Millennial fathers

## Study Participants

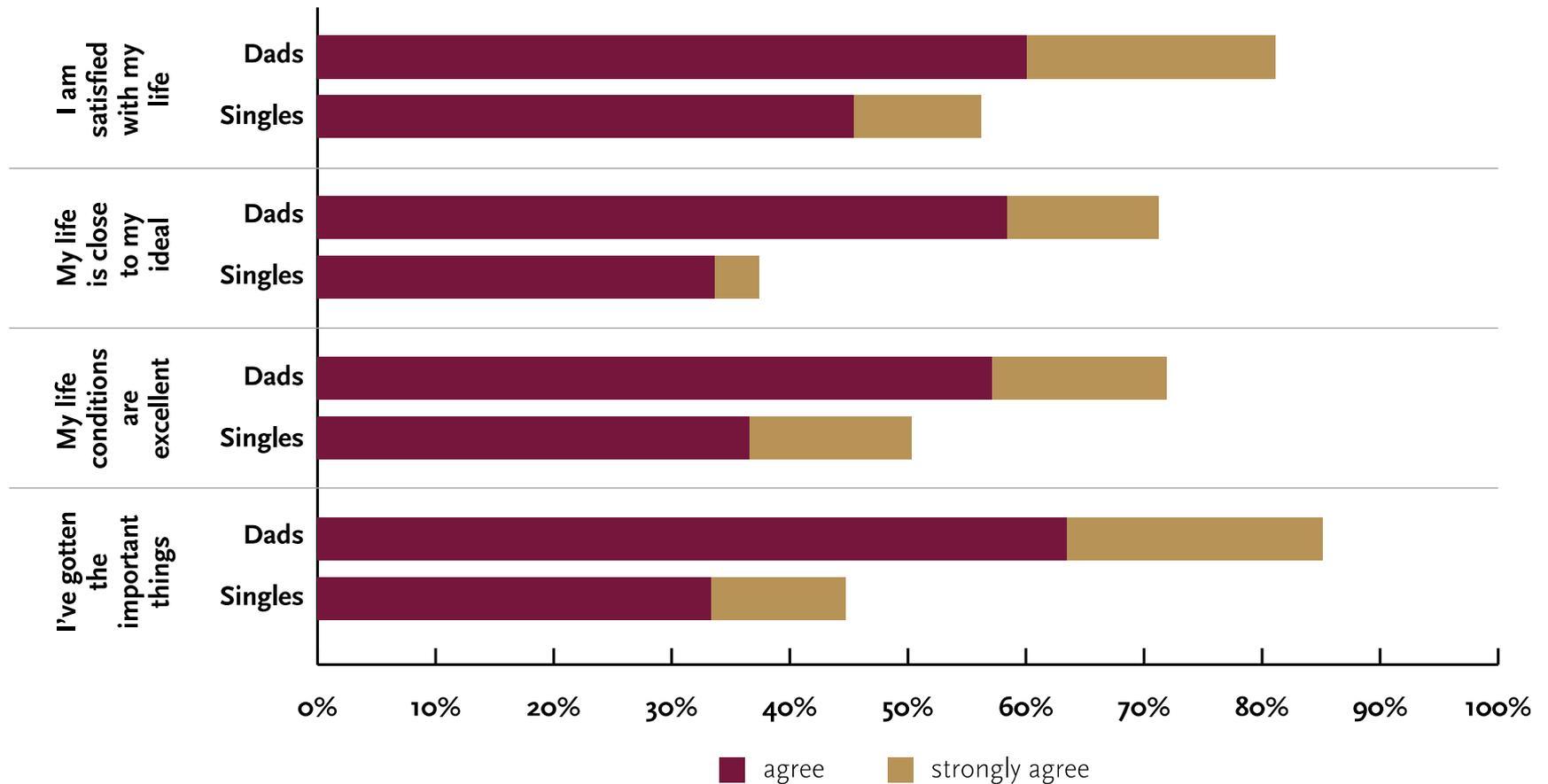
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	Mothers	Fathers
Number	176	151
Average age	32	32
Years of work experience (avg.)	9.9	9.6
Number of employers (avg.)	2.24	2.05
Percent working full-time	94%	100%
Education		
Bachelors	60%	66%
Masters or Doctorate	30%	28%
Average earnings (range)	\$55,000-75,000	\$75,000-100,000
Race/ethnicity		
White	80%	90%
Black	7%	3%
Hispanic	3%	2%
Asian or Pacific Islander	10%	6%

# Life Satisfaction: Dads vs. Singles

Life Satisfaction (comparing Dads and Single Men)



# Moms vs. Dads: Employer Selection

Top Criteria for Employer Selection (% very important/ extremely important)

## Mothers

1. Work-Life Balance (86%)
2. Job Security (81%)
3. Salary (80%)
4. Benefits (80%)
5. Career Growth Opportunities (77%)

## Fathers

1. Career Growth Opportunities (83%)
2. Benefits (76%)
3. Work-Life Balance (75%)
4. Salary (74%)
5. Job Security (71%)



# Moms vs. Dads: Reasons for Leaving

Top Reasons for Leaving an Employer (% somewhat likely / likely / very likely)

## Mothers

1. To Make More Money (81%)
2. Time with Family (67%)
3. Work-Life Balance (66%)
4. Advancement (64%)
5. Growth Opportunities (62%)

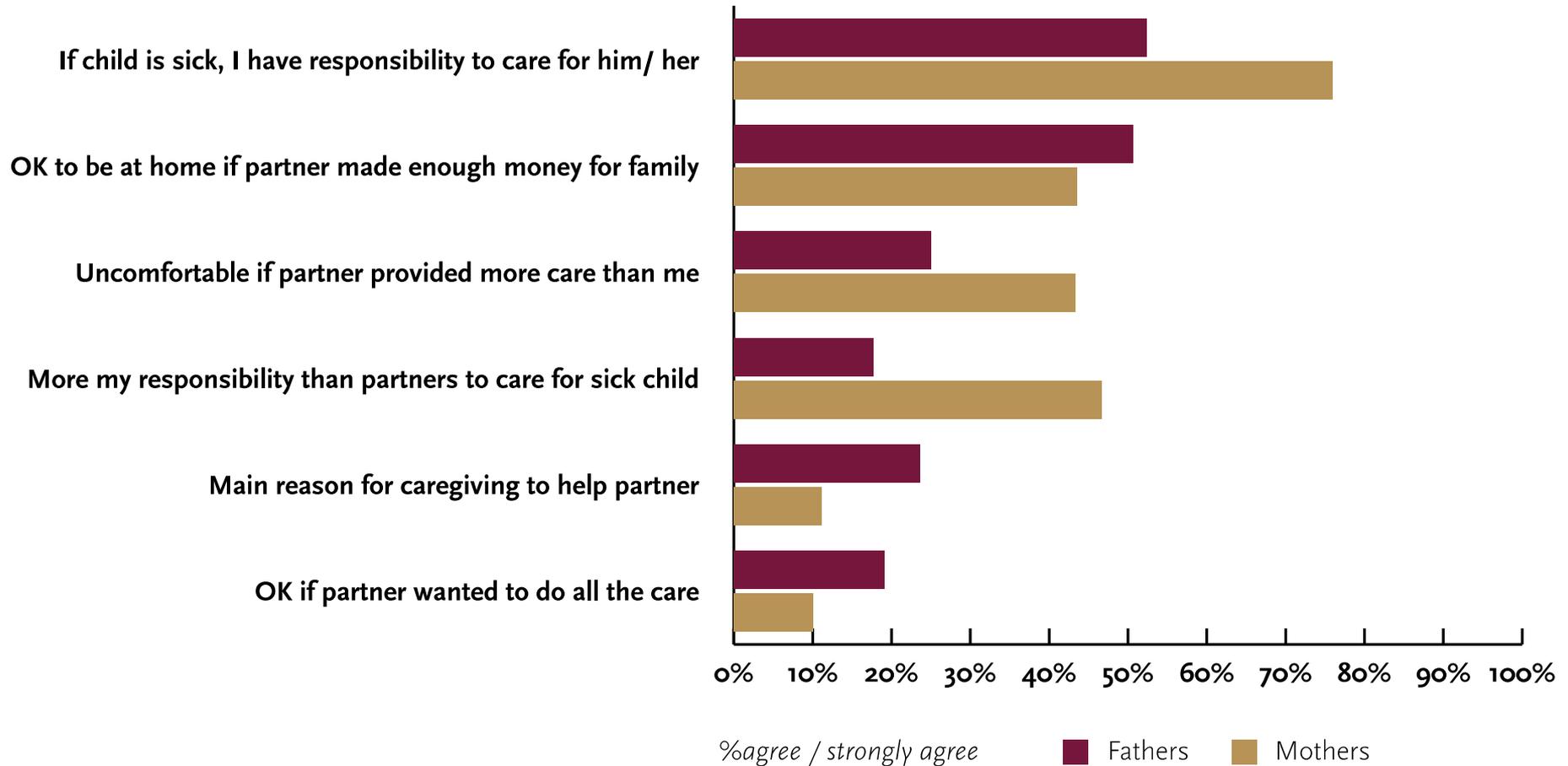
## Fathers

1. To Make More Money (87%)
2. Advancement (75%)
3. Growth Opportunities (71%)
4. Time with Family (61%)
5. Work-Life Balance (56%)



# Spousal Sharing of Childcare

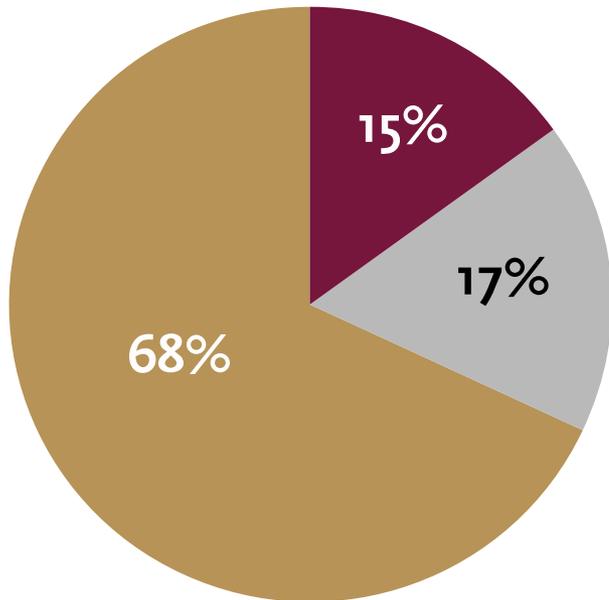
## Spousal Sharing of Childcare



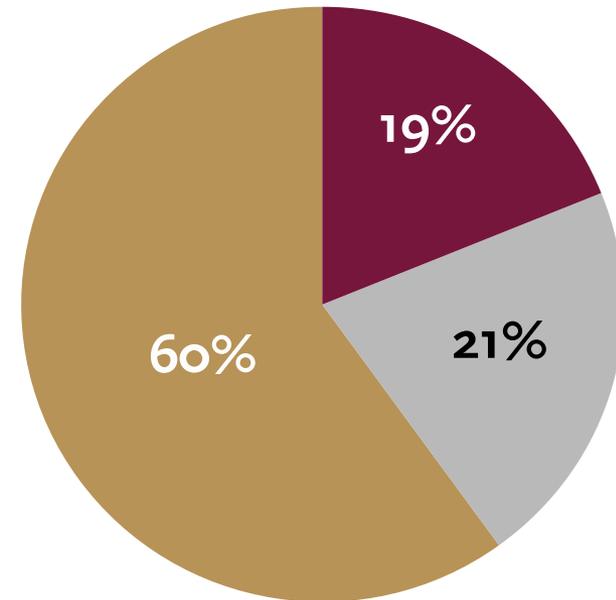
# Easy to combine work & family?

It is easy to combine work and personal life/family

Millennial Moms



Millennial Dads

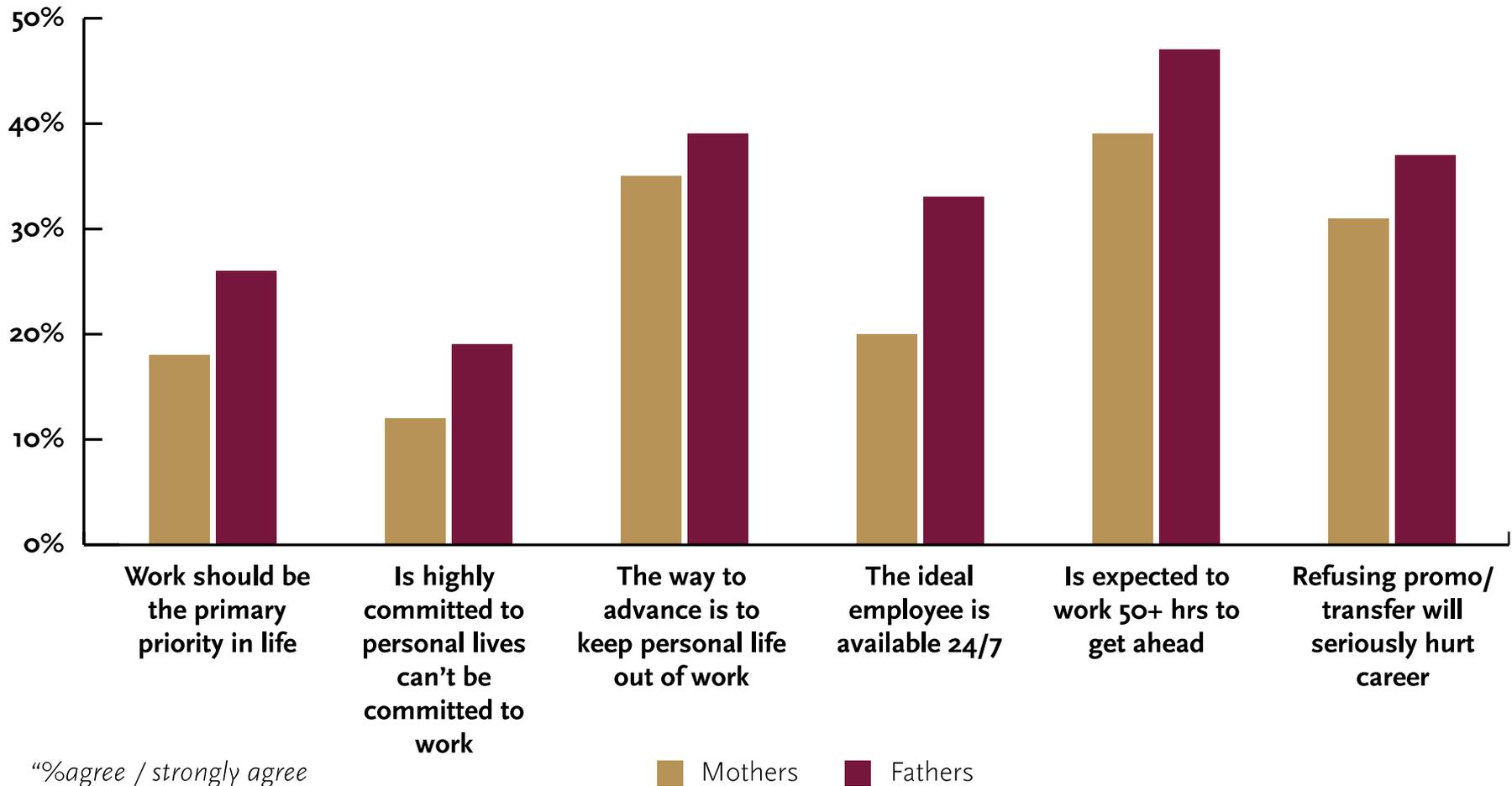


- Disagree/Strongly Disagree
- Neutral
- Agree/Strongly Agree



# Corporate Culture: Moms vs. Dads

## Perceptions of Work Culture

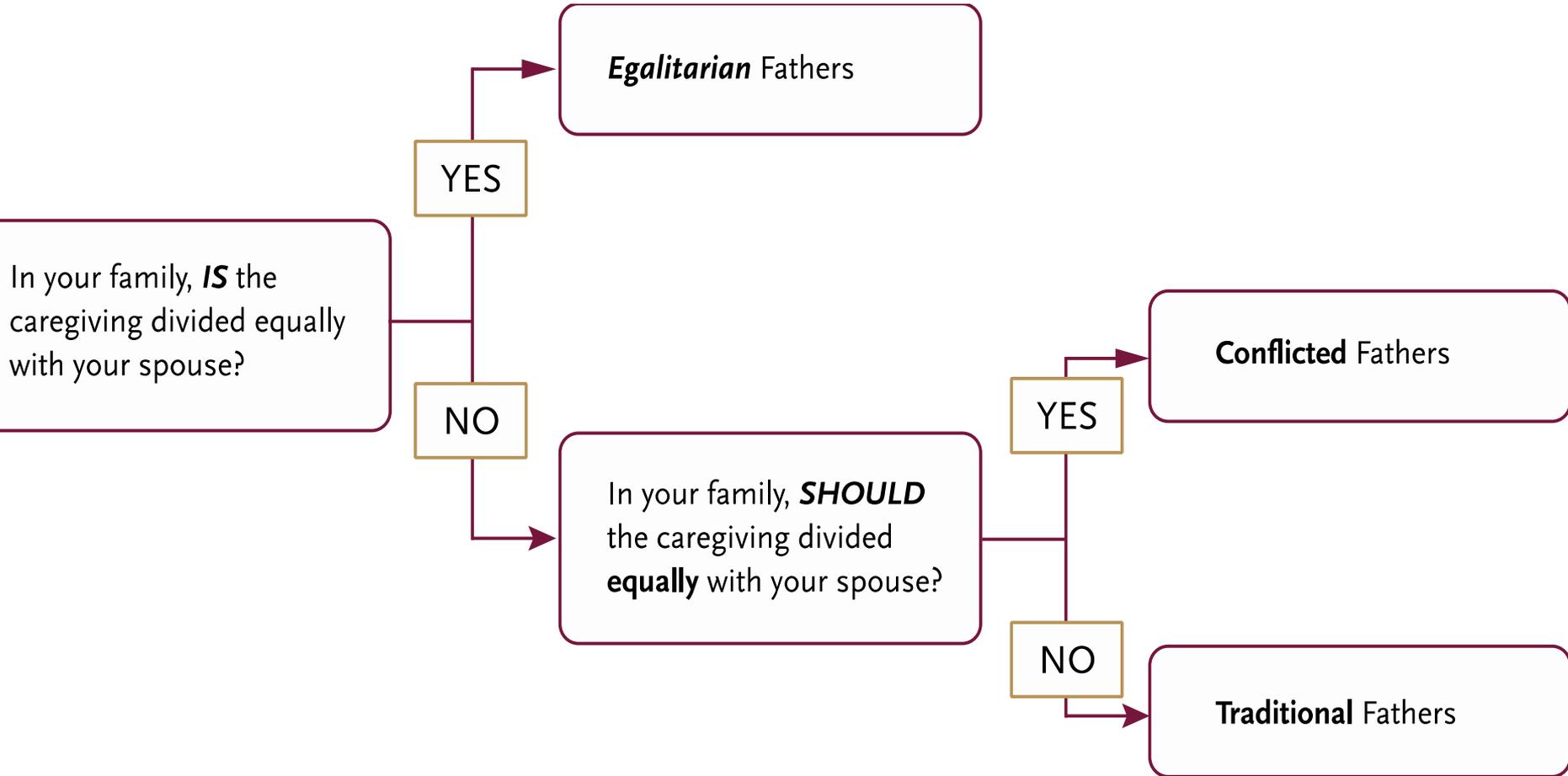


# Comparing Moms' & Dads' wants ...

- Challenging assignments: Dads 88% Moms 74%
- Job with more responsibility: Dads 87%; Moms 73%
- To advance up the “ladder”: Dads 83%; Moms 69%
- To reach Sr. Management: Dads 74%; Moms 69%
- Differences yes, but not as great as in past!
  
- Oh and I nearly forgot ....
- More time with children: Dads 74%, Moms 78%



# Three Paradigms of *The New Dad*



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- *Traditional Dads*

- Spouse should do more and she does

- *Egalitarian Dads*

- Caregiving should be 50/50 proposition and it is

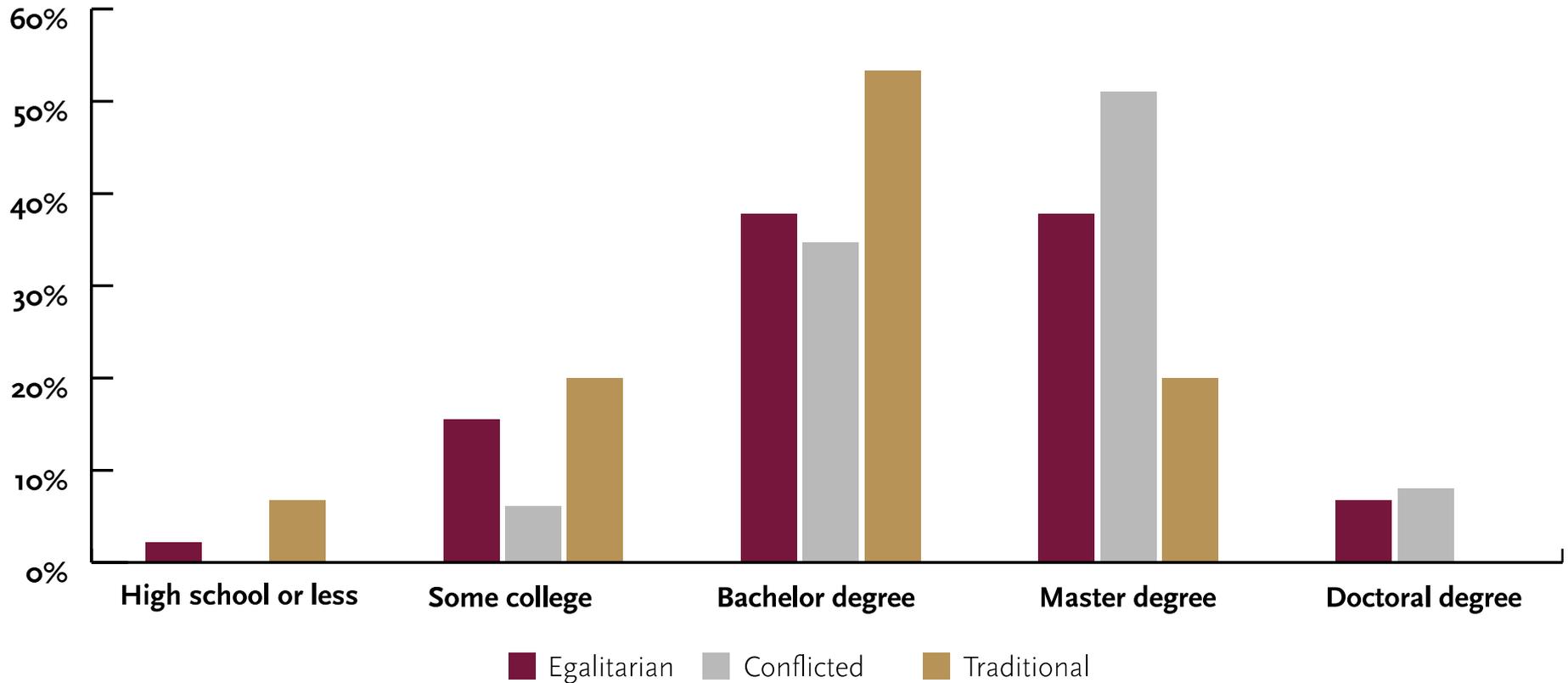
- *Conflicted Dads*

- Caregiving should be 50/50 proposition but ...
- Spouse does more than I do



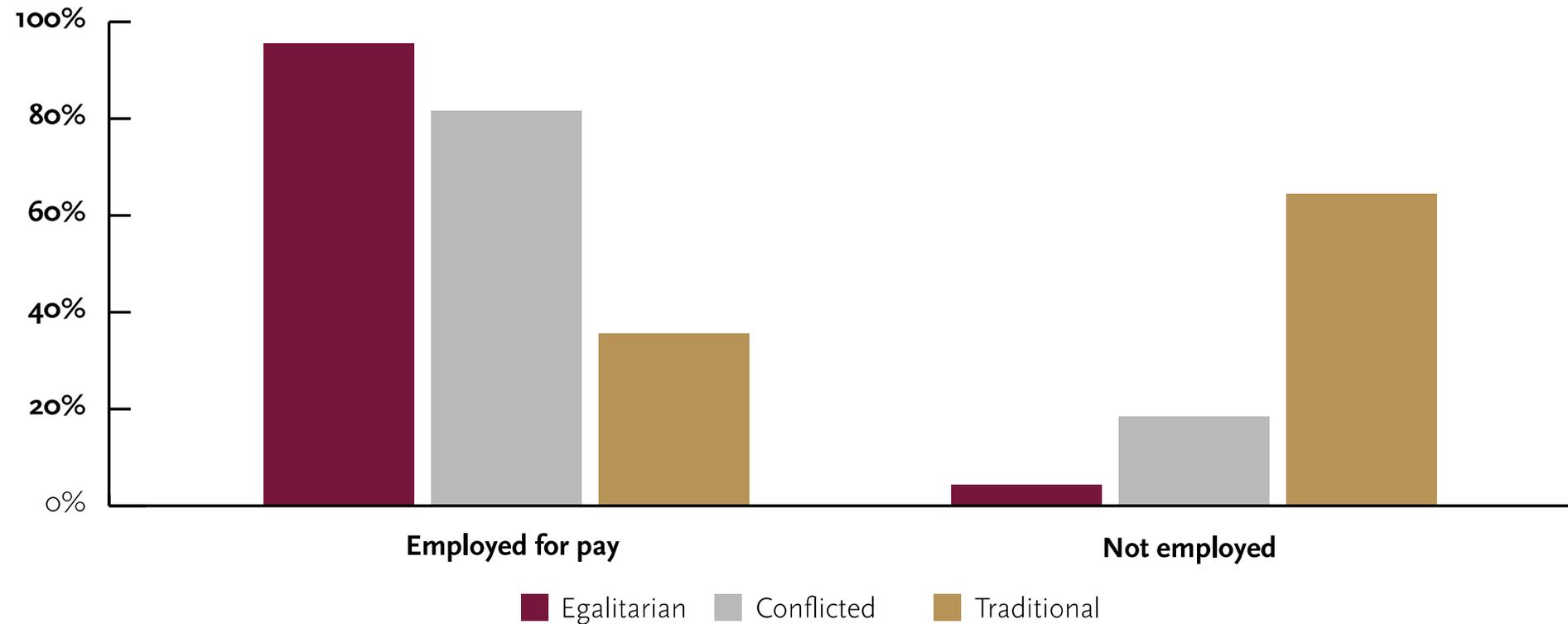
# Spouses' Education levels

## Spouses' Education Levels



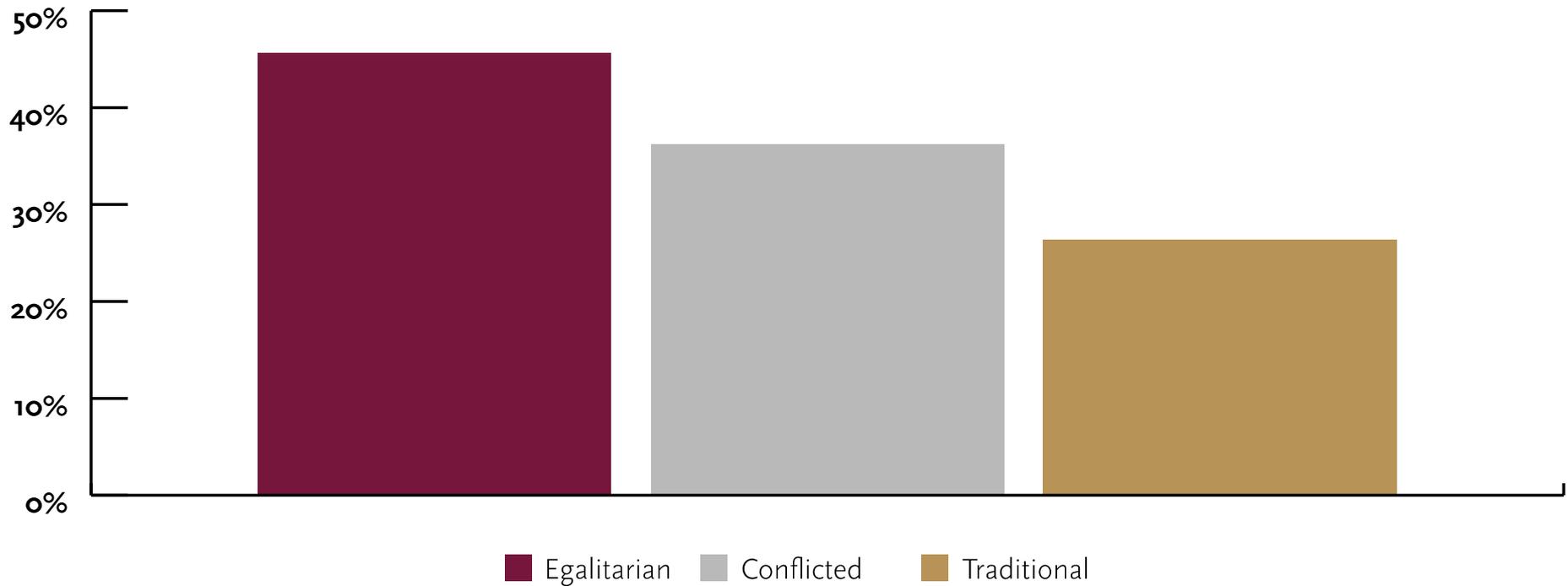
# Spouses' Employment

Spouses' Employment Status



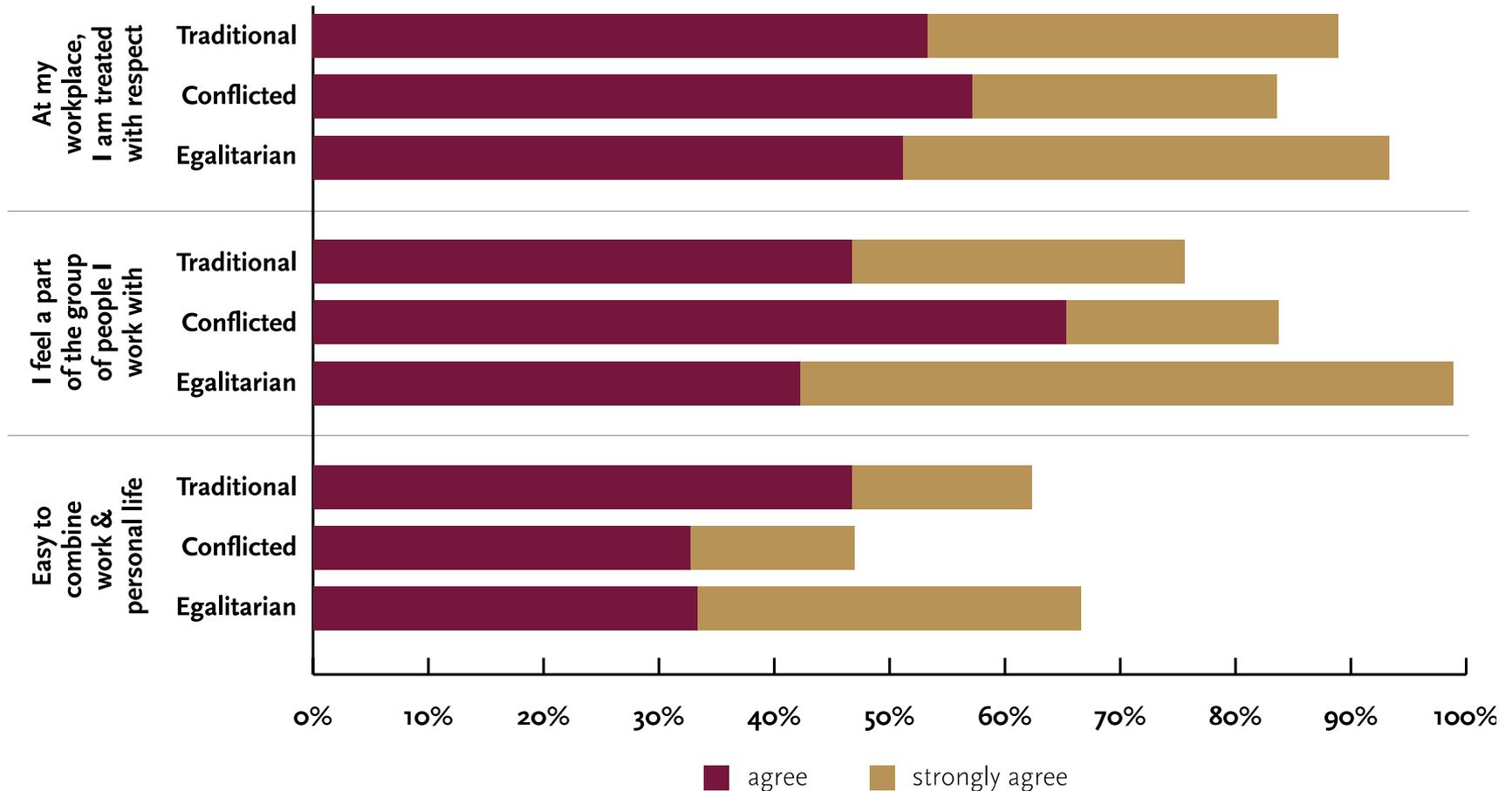
# Working Spouses' Contribution

## Spouses' Contribution to Family Income



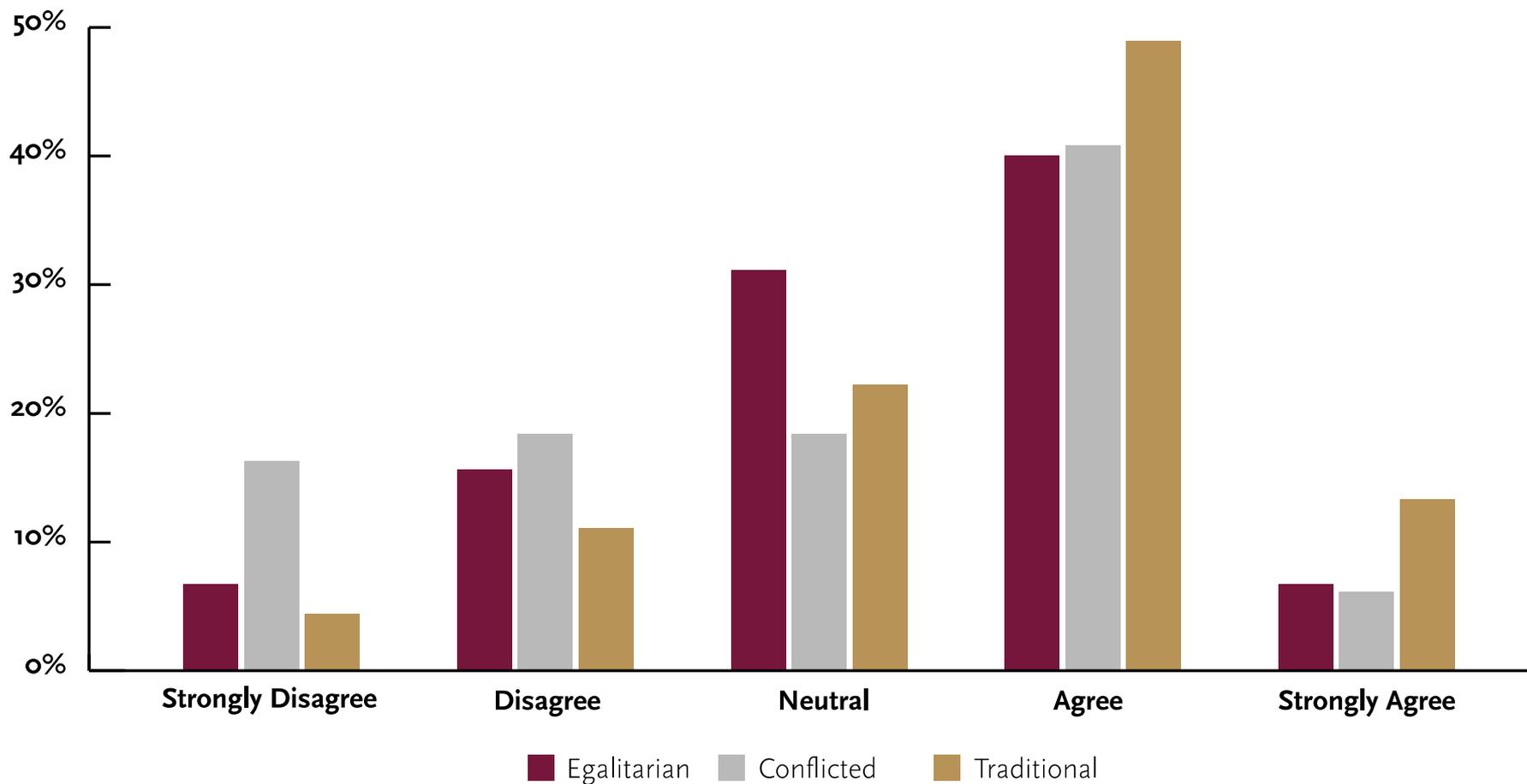
# Job Satisfaction

## Job Satisfaction and Commitment



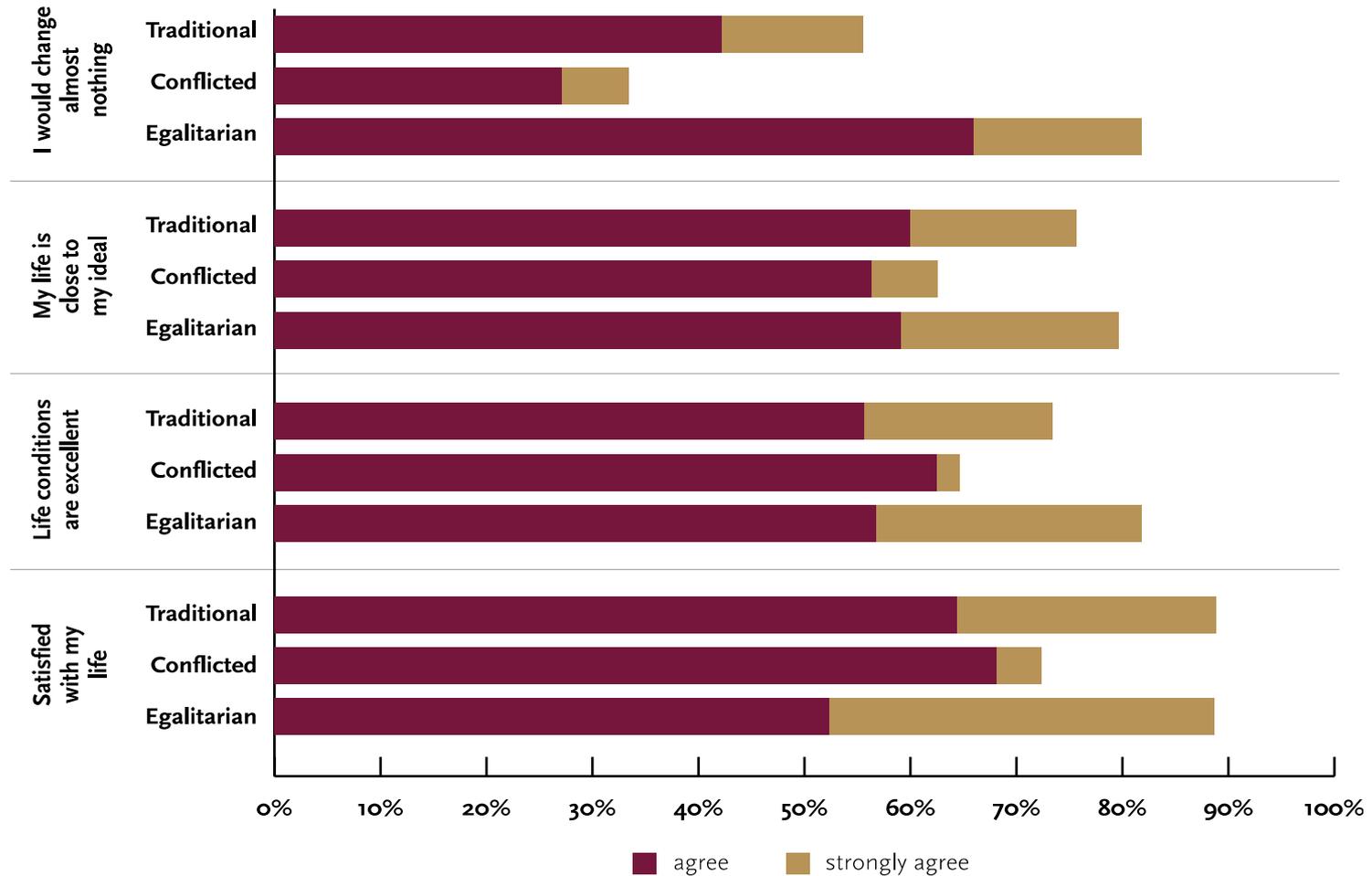
# Satisfaction with Income

## Satisfaction with Progress Toward Income



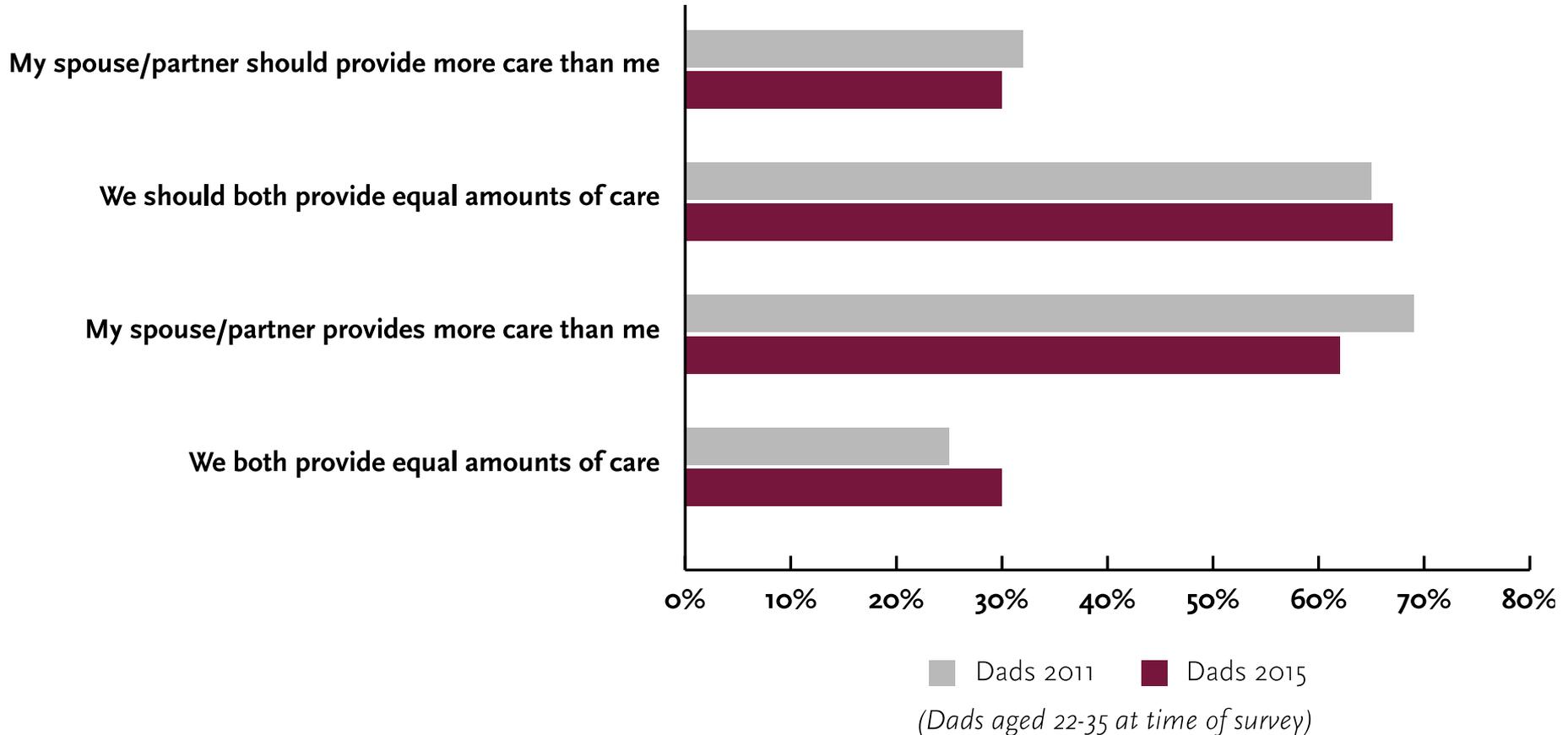
# Life Satisfaction

## Millennial Fathers' Life Satisfaction Levels



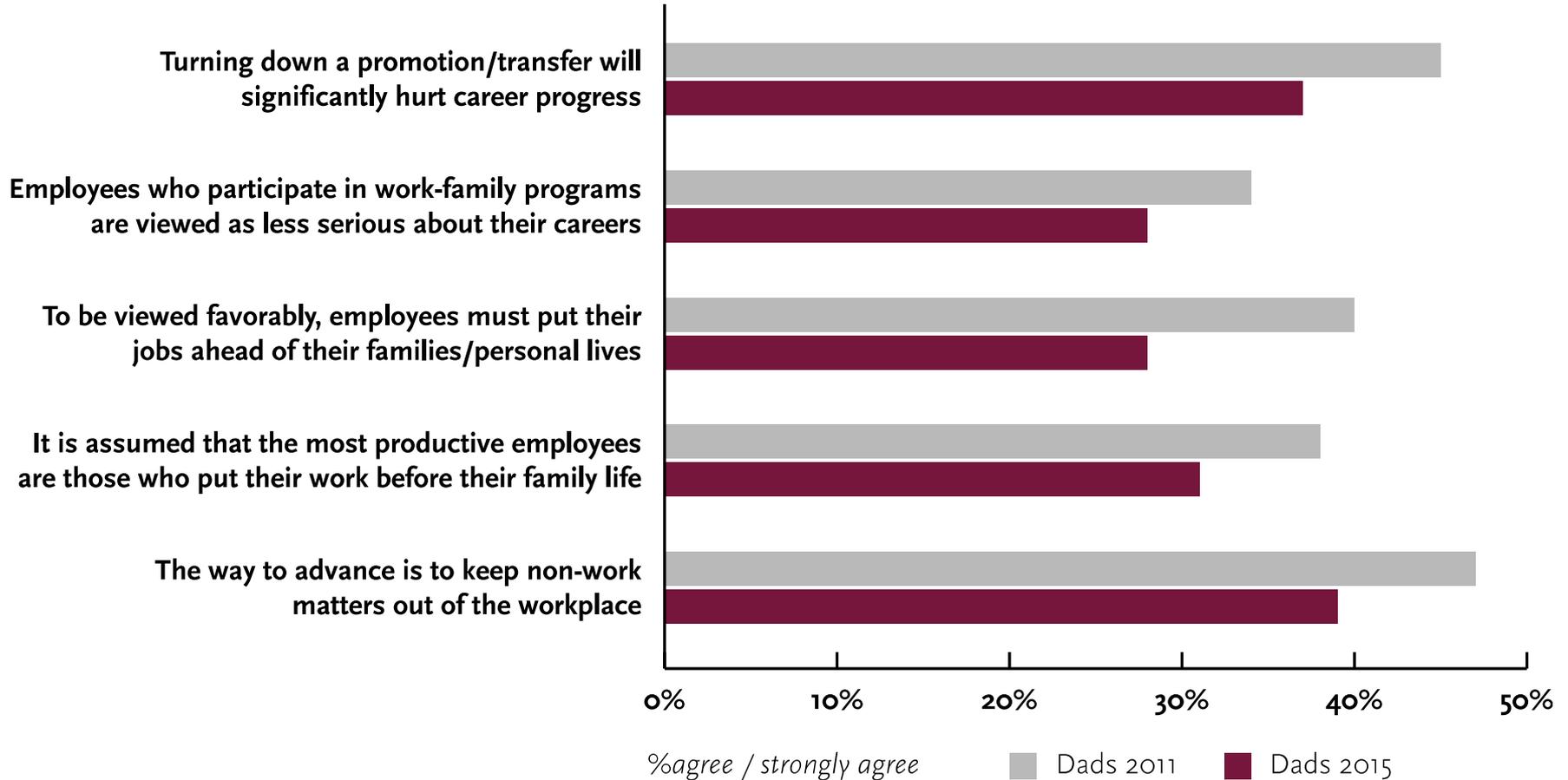
# Caregiving: 2011 vs. 2015

## Perceptions of Caregiving Roles



# Combining Work & Family

## Perceptions on Combining Work and Family



- Fathers more satisfied with work, life than singles
- Dads & moms have similar work-family conflict
- Dads have a stronger focus on advancement; more sensitive to “ideal worker” norms
- Millennial dads caught in wanting to “have it all”
- Not all dads face same degree of conflict:
  - Traditional: Relatively high, importance of values congruity
  - Conflicted: Highest work-family conflict, lowest life satisfaction
  - Egalitarian: Highest satisfaction at home & work

# Summary

- Only ONE!



# Recommendations



**Thank you!**

**Brad Harrington**  
**[harrinb@bc.edu](mailto:harrinb@bc.edu)**

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

**@BCCWF**

# Questions?