The New Dad:
A Work (and Life) in Progress

Prof. Brad Harrington
Boston College Center for Work & Family
Fathers in the Workplace Forum
November 5, 2013
Outline of Today’s Session

- Introduction
- Boston College Center for Work & Family: Studies on fatherhood
- Our efforts to catalyze a national conversation
- Deloitte Dads Canada
- Johnson & Johnson
- Discussion
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
Sample of CWF Members

- Deloitte
- Intel
- Allstate
- Johnson & Johnson
- MetLife
- Prudential
- Baxter
- John Deere
- Novartis
- IBM
- UPS
- The McGraw-Hill Companies
- GSK
- FM Global
- EMG²
- State Street
- KPMG
- PwC
- Lilly
- Wellington Management
- Cardinal Health
- Northern Trust
On the webinar today.....
Brad Harrington

- Executive Director, BCCWF
- Research Professor, Boston College Carroll School of Management
- Lead Author, *The New Dad* studies
- Co-Author Career Management and Work-Life Integration
- Work Life Legacy Award Honoree
Why Dads, Why Now?

- In US, women earn: 60% of bachelors & masters degrees and nearly half of PhD’s
- 75% of couples with children < 15 are dual-career
- Women in dual-earner couples contribute 44% of family income, up from 39% in 1997
- According to Pew center, for the first time, young women are even more ambitious than young men
- Men are 1/2 US parents, 85% of organizational leaders, & 96% of Fortune 1000 CEO’s
- …but they are have been mostly absent from work-family research and discussions
Men feel more work-family conflict than women.

(National Study of the Changing Workforce by Galinsky, Aumann, and Bond, 2008)
Summary of our studies

- **2010**: Center for Work & Family conducted a qualitative study of 33 fathers
  - First-time fathers, children’s age ~11 months
- **2011**: *The New Dad: Caring Committed & Conflicted*
  - 963 fathers from four Fortune 500 companies
  - At least one <18 child at home
  - Primarily a “white collar” sample
- **2012**: *The New Dad: Right at Home*
  - Examined experience of at-home dads
- **2013**: *The New Dad: A Work (and Life) in Progress*
Career Aspirations

- I have sought opportunities to gain knowledge of a variety of functional roles.
- I have asked to work on challenging assignments.
- I have participated in networking opportunities within my organization.
- I wish to advance to a position with greater responsibility.
- I would like to be in a position where I can have greater influence on policy.
- I have a strong desire to advance to a position in senior management.

Percentage

- % Agree
- % Strongly Agree
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The reasons fathers value a job …

1. Provides job security (4.29)
2. Gives me a sense of accomplishment (4.11)
3. Is interesting (4.07)
4. Allows flexible work arrangements (3.99)
5. Provides opportunities for advancement (3.7)
6. Provides high income (3.65)
7. Allows me to work independently (3.62)
8. That it is beneficial to society (3.28)
9. Allows a lot of leisure time (2.79)
How gender roles become solidified

- Looking through lens of fathers in our study …
- Mothers and fathers had nearly identical education levels
- But following birth of most recent child, parental leave patterns differed dramatically
- Following leave, mothers much more likely to modify job, utilize formal flex
- This lead to significant differences in earning between men & women
- Which led to gender roles being solidified
Comparison of Education Levels

- Some high school
- High school diploma or equivalent
- Some college
- Two-year college degree
- Four-year college degree
- Master's degree
- Doctoral degree

% of Fathers
% of Spouses/Partners
How gender roles become solidified

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How much time did you take after the birth of your most recent child?
Time off after most recent child

By contrast, most professional mothers take 2-6 months leave.
How gender roles become solidified

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What about fathers intentions?

- From outset, bias is woman as primary caregiver.
- That said, how do fathers feel about their role in caregiving and their commitment to it?
- Average hours spent with kids on workday: 2.65.
- 77% said they would like to spend more time with children, 22% satisfied, 1% said less (the last honest men?).
- 86% agreed that “My children are the number one priority in my life.”
- And few saw “Breadwinner” as the most important role.
How Father’s 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.
What Makes a Good Father?

- Provide love and emotional support
- Be involved and present in your child's life
- Be a teacher, guide and coach
- Provide discipline
- Provide financial security
- Do your part in the day-to-day childcare tasks
How should / is care giving divided?
Being stay-at-home Dad a possibility?

- In our qualitative study (2010) many fathers said that being a stay-at-home dad was a possibility they had considered however …
- … only 2 of 33 fathers saw it as a realistic option
- For most, finances was major stumbling block, but many said it was difficult to see themselves in that role or accept how others might perceive them
- So we tentatively concluded most fathers felt like this guy ….
But perhaps we were wrong ….

- According to our new study:
  - 2/3 of the fathers said agreed with the statement “To me, work is only a small part of who I am.”
  - Only 16% supported the statement that “Most of my interests are centered on work.” And ….
  - 53% agreed that: “If my spouse made enough money for our family to live on comfortably, I would feel okay if I didn’t work outside the home.”
  - …which they hopefully don’t picture as …
Becoming a father, a winner at work …

- New fathers receive universally positive workplace feedback regarding their career after becoming a parent (more mature, more credible, etc.)
  - 91% said peers welcomed them back
  - 87% said managers welcomed them back
  - 89% said supervisor supports them when they have a family problem

- Research suggests women receive much more mixed messages (Ladge) and are perceived as committed, less promotable, even less competent when they become mothers (Correll at. al.)
But why wouldn’t it be?

- Organizations are not confronted with real change for their fathers after children
  - 96% of fathers said managers expect the same, 1% lower, 3% higher
  - 99.8% worked full-time after the birth
  - Only 4% took > two weeks off & only 1% took > four weeks
- And while many used flex, few did so through a formal arrangement
Fathers flex, but not formally
Conflict and Enrichment
Conflict flows more from work to family

- Not surprisingly, work conflicts with family life more than family conflicts with work:
  - 29% interrupt time with family quite / very often to handle work issues
  - <7% interrupt time at work quite / very often to handle family issues

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<tr>
<th>How often do you interrupt your time at home or away from the workplace outside “official” work hours to address work-related issues?</th>
<th>Never</th>
<th>Rarely</th>
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<th>Quite Often</th>
<th>Very Often</th>
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<tr>
<td>2%</td>
<td>26%</td>
<td>43%</td>
<td>21%</td>
<td>8%</td>
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<tr>
<td>2%</td>
<td>40%</td>
<td>52%</td>
<td>6%</td>
<td>&lt;1%</td>
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However enrichment is also occurring

- 60% agreed/strongly agreed that work provides them with a sense of success and this helps them be a better family member
- 64% agreed/strongly agreed that involvement in their family helps them gain knowledge that makes them a better worker
- 82% agreed/strongly agreed that family life makes them feel happy and that helps them be a better worker; only 29% felt that happiness at work transferred over to family
Importance of a supportive workplace

Supportive Environment
- Family Supportive Culture
- Manager Supportiveness
- Co-worker Supportiveness

Improved Work to Family Alignment
- Lower Work-to-Family Conflict
- Higher Work-to-Family Enrichment

More Satisfied Employees
- Higher Job Satisfaction
- Higher Career Satisfaction
- Lower Job Withdrawal Intentions
Recommendations for fathers

- Examine your caregiving goals in light of your career goals: *Myth of having it all?*
- Consider taking more time off after the birth of your children, if not immediately-over long term
- Be a true caregiving partner to your spouse
- Support your fellow fathers
- Utilize/normalize flexible work *(formal or informal)*
- Help to create workplace cultures that support working fathers
Recommendations: Employers & managers

- Get to know your Dads and their needs
- Fully embrace flexible work arrangements but focus on informal where possible
- Recognize father’s caregiving role and create supportive cultures
- Give Dad’s a place and “permission” to talk
- Consider expanding paternity leave/encourage use
- Ensure policies, work-life initiatives and management decisions do not reflect a gender bias
A conversation with Deloitte Dads

- Rob Lanoue
  - Partner, Monitor Deloitte
  - Executive Sponsor of Deloitte Dads

- Andrew Hamer
  - Manager, Monitor Deloitte
  - Founder of Deloitte Dads
### Work-Life Quick Reference Guide (U.S. Only)

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<th><strong>Virtual Workplace</strong></th>
<th><strong>Life and Family</strong></th>
<th><strong>Time Off and Holidays</strong></th>
<th><strong>Mass Career Customization</strong></th>
<th><strong>Well-Being</strong></th>
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<tr>
<td><strong>Virtual Workplace Tools</strong></td>
<td>Adoption Reimbursement</td>
<td>PTQ</td>
<td>Mass Career Customization</td>
<td>Deloitte Wellness Program Move Eat Chill Learn™</td>
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<tr>
<td>See Mass Career Customization, Dialing Down Location (telecommuting)</td>
<td>Emergency Back-up Elder &amp; Child Care</td>
<td>Holidays</td>
<td>Dialing Down Workload (reduced workload/part time)</td>
<td>Fitness Subsidy Program</td>
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<tr>
<td>Lactation Support</td>
<td>Sabbatical</td>
<td>Dialing Down Location (telecommuting)</td>
<td>HealthBites</td>
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<td>LifeWorks</td>
<td>Parental Leave</td>
<td>Dialing Down Schedule (flextime)</td>
<td>Employee Assistance Program (EAP)</td>
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<td>• Childcare &amp; Eldercare</td>
<td>• Sabbatical</td>
<td>• Stress, Anxiety, Depression</td>
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<td>• Legal Matters</td>
<td>• Family Leave</td>
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<td>• Consumer Reports</td>
<td>• Military Leave</td>
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<td>• Money Management</td>
<td>• Bereavement Leave</td>
<td>• Crisis Situations</td>
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<td>• Personal Leave</td>
<td>• Work Issues</td>
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<td>• Gambling</td>
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- Tuition Assistance
- Relocation Services
- Discount Purchase Program, the Deloitte Marketplace
- Mortgage Assistance
- Personal Pursuits
- Jury Duty

**Communities & Resources**

- Virtual Workplace Yammer
- Deloitte Parents Network Yammer
- New Parent Program
- Move Eat Chill Learn™ Yammer
- Consulting's Virtual Work Practices
- Get Moving and Give Back Yammer
- Working Family Resources
- Elder Care Resources

In addition, Deloitte provides comprehensive benefits to meet employee life needs including Insurance and Disability and Medical, Dental and Vision.

As of 10/04/13
A conversation with Johnson & Johnson

Sean Lilienfeld

- Chief Medical Officer
- VP Strategic Medical Affairs and Medical Sciences
- DePuy Synthes companies of Johnson & Johnson
Work/Life Resources for a Diverse Workforce
Share your thoughts....

- Please type your questions in to the Questions section on the dashboard.
- We will respond to as many questions as possible.
What’s next for The New Dad?

- thenewdad.org dedicated to reviewing research on fathers and work-life.
- A series of corporate workshops/webinars at our corporate partner organizations to provide a forum for discussion on fathers’ issues.
- Expansion of our The New Dad’s study inviting additional men to participate in the survey.
- Promoting a national dialogue on father’s work-life decisions and helping men re-think how to navigate increasingly complex careers of today.
For more information…

- Visit [www.thenewdad.org](http://www.thenewdad.org)
- Contact [cwf@bc.edu](mailto:cwf@bc.edu) to request:
  - A survey of your corporate dads
  - An in-house workshop or webinar
  - Advising on workplace policy and culture