

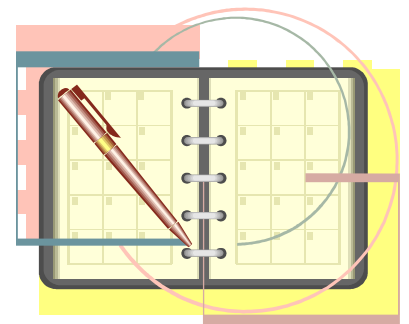
The New Dad: A Work (and Life) in Progress



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
- Deloitte Dads Canada
- Johnson & Johnson Father & Leader
- Our efforts to catalyze a national conversation
- 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

Connect with us:



Sample of CWF Members



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

The Old Stereotype of Fathers



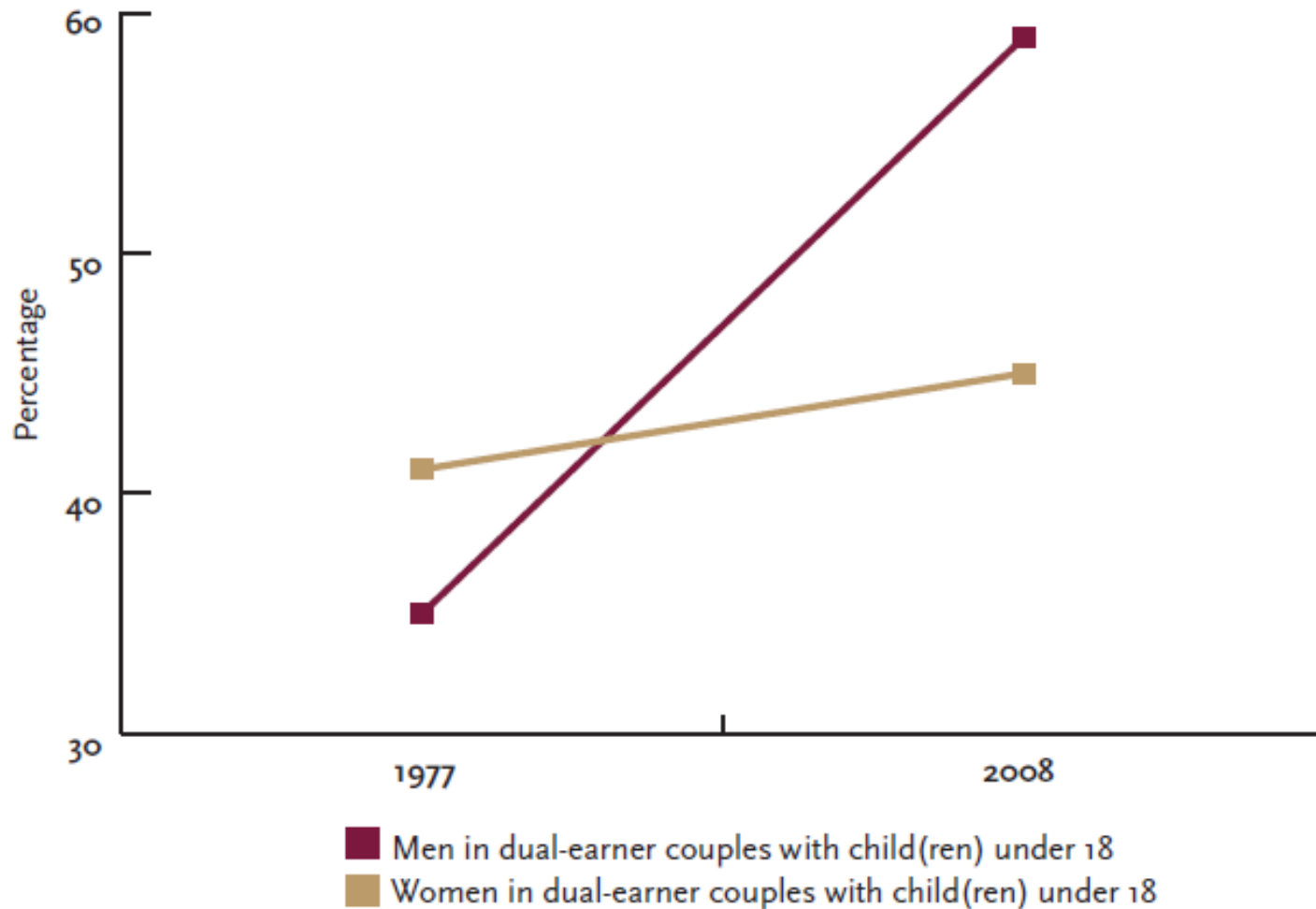
"Look, it's silly for you to come home from work miserable every day. Why don't you just stay there?"

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 have been mostly absent from work-family research and discussions



Men feel more w-f conflict than women



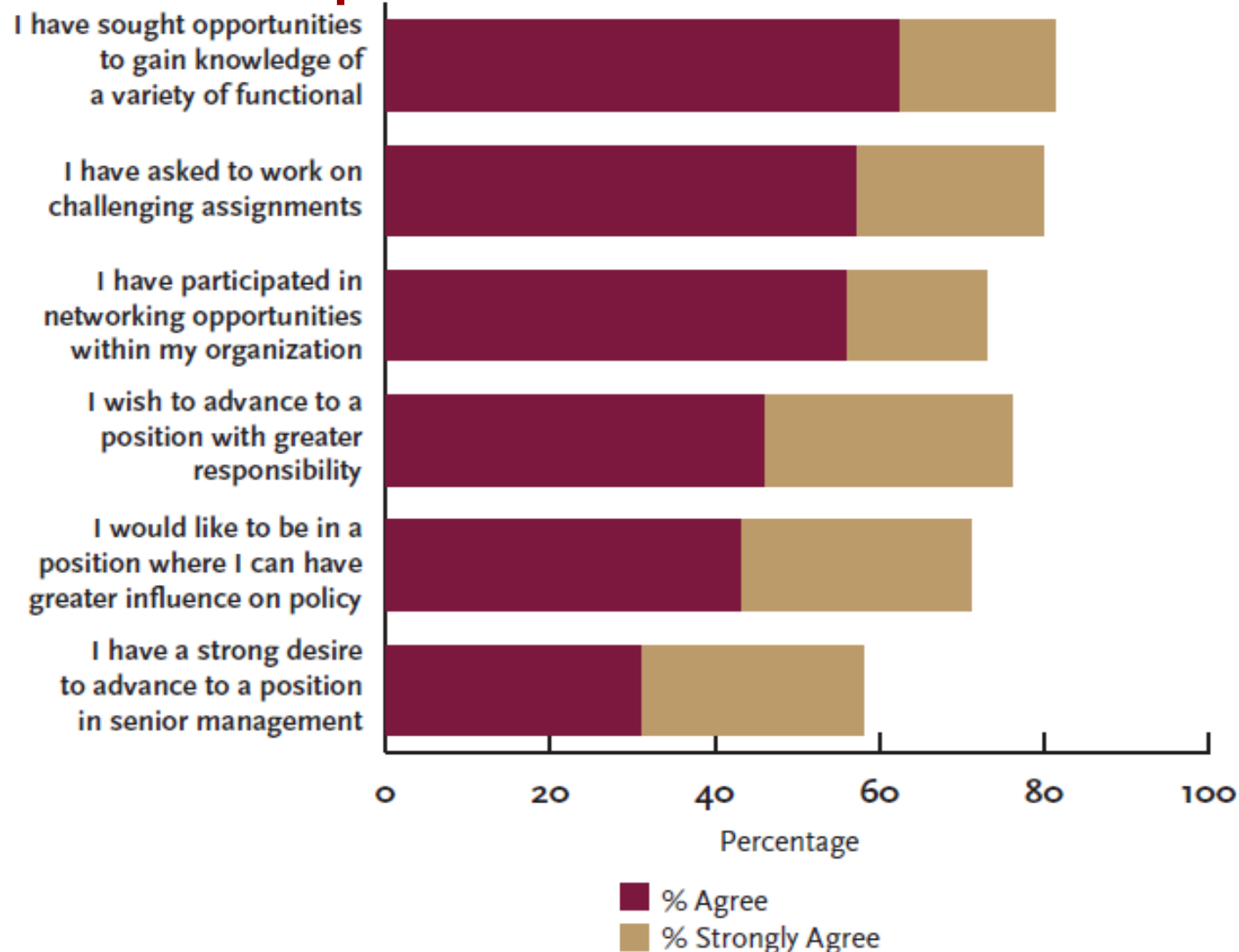
(National Study of the Changing Workforce by Galinsky, Aumann, and Bond, 2008)

Summary of our studies

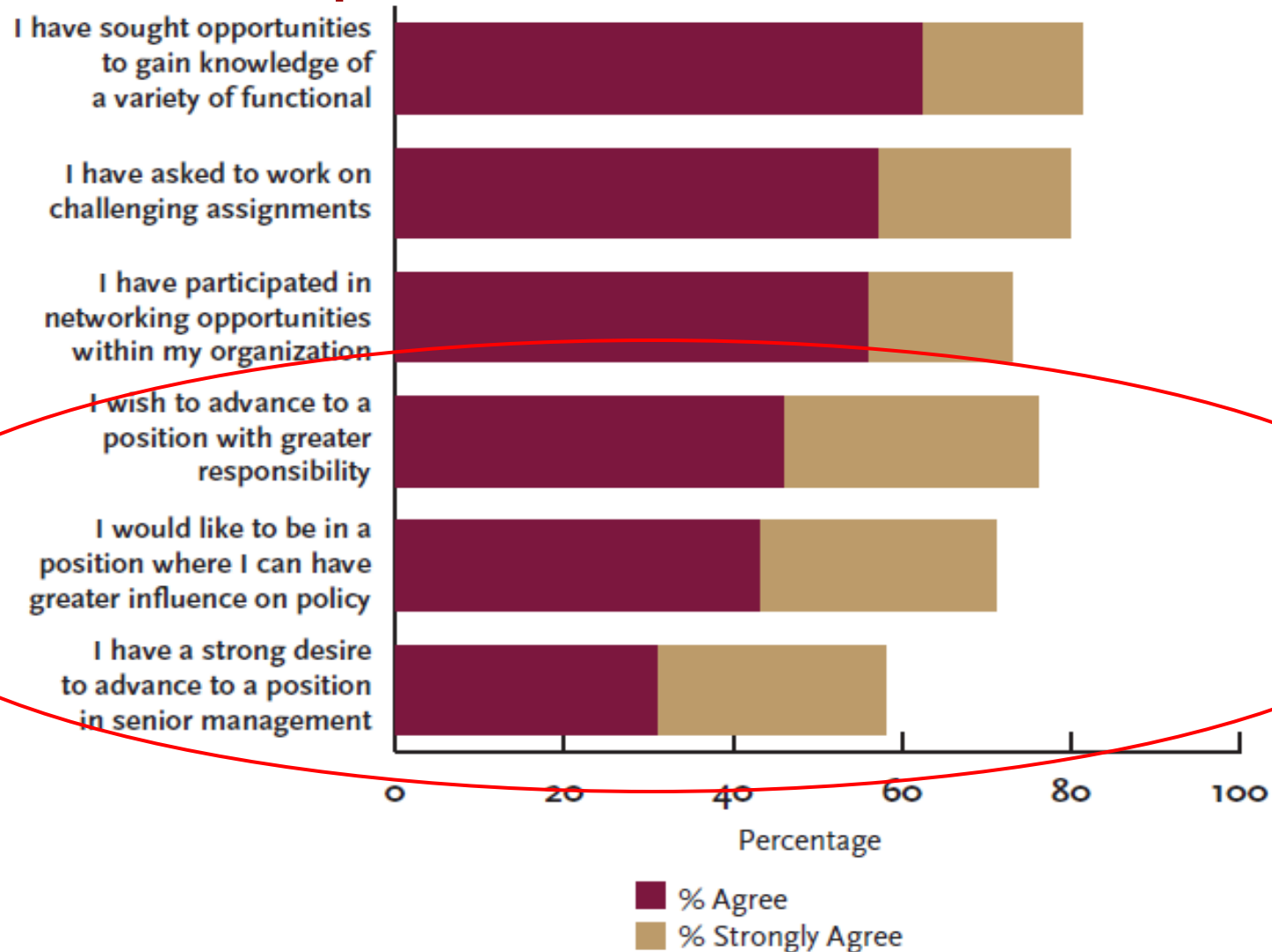
- 2010: Center for Work & Family conducted a qualitative study of 33 fathers
 - First-time fathers, children's age ~11 months
- 2011: *The New Dad: Caring Committed & Conflicted*
 - 963 fathers from four Fortune 500 companies
 - At least one <18 child at home
 - Primarily a “white collar” sample
- 2012: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



Career Aspirations



Career Aspirations



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)

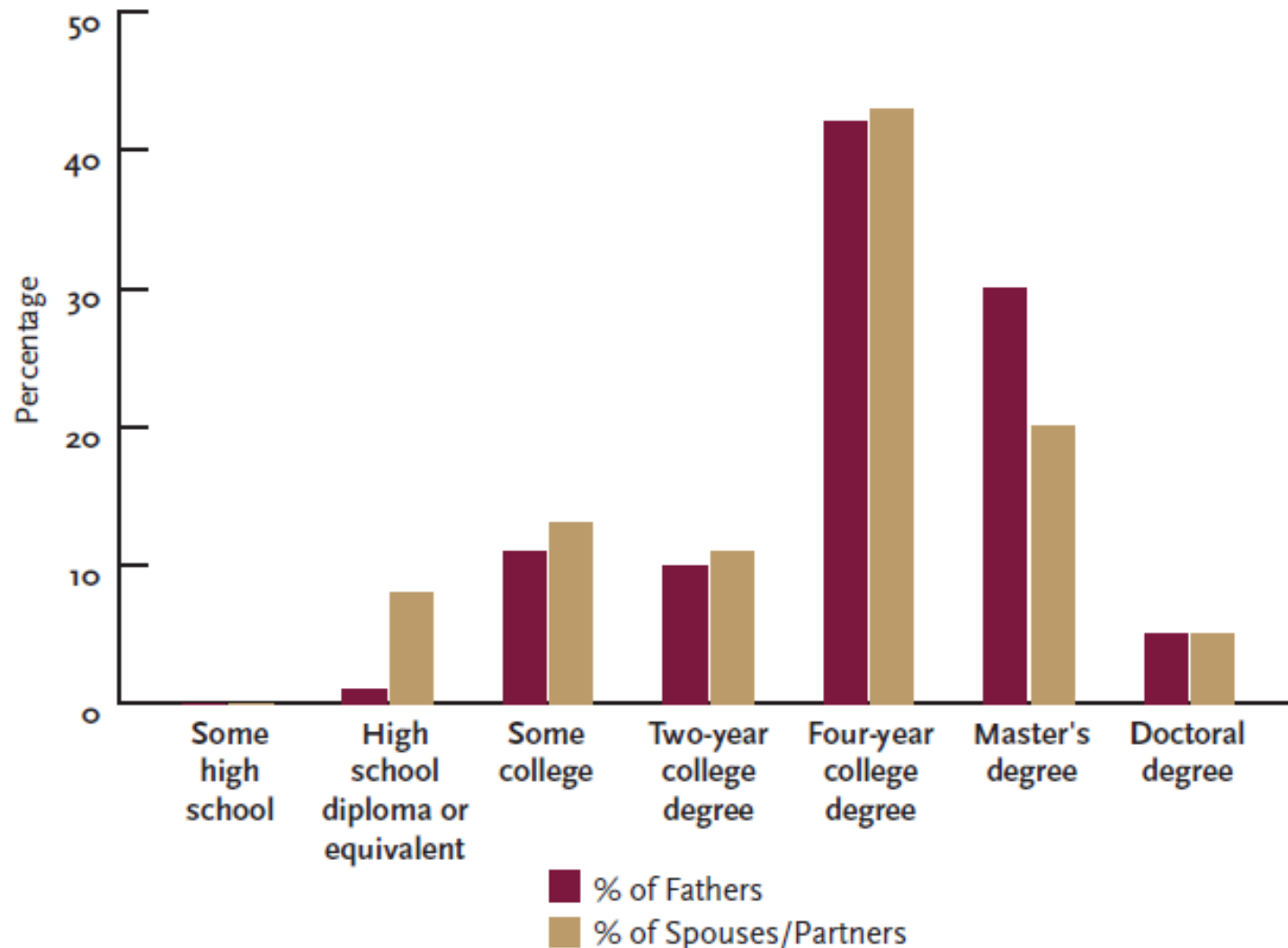


How gender roles become solidified

- 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



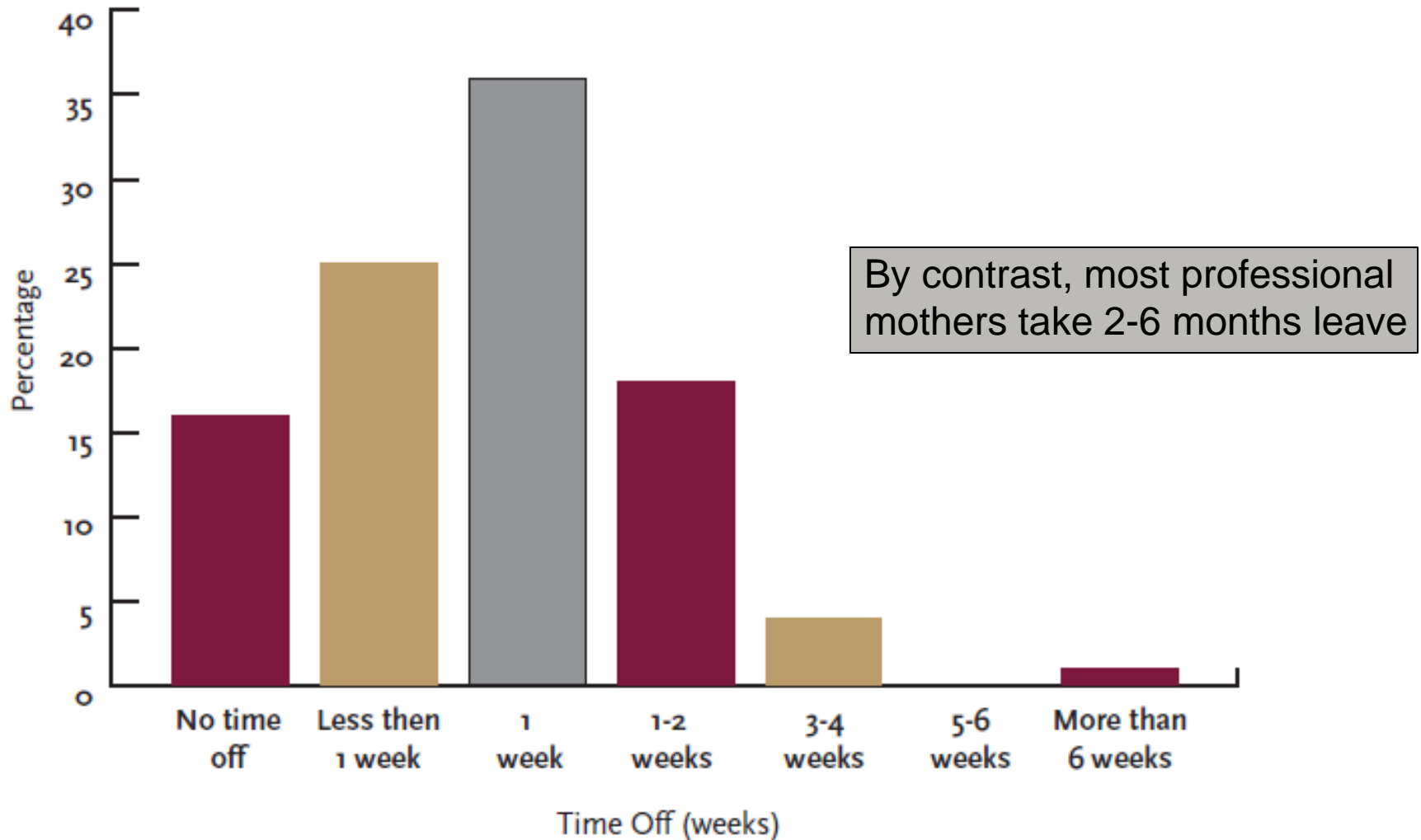
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How much time did you take after the birth of your most recent child?

Time off after most recent child



How gender roles become solidified

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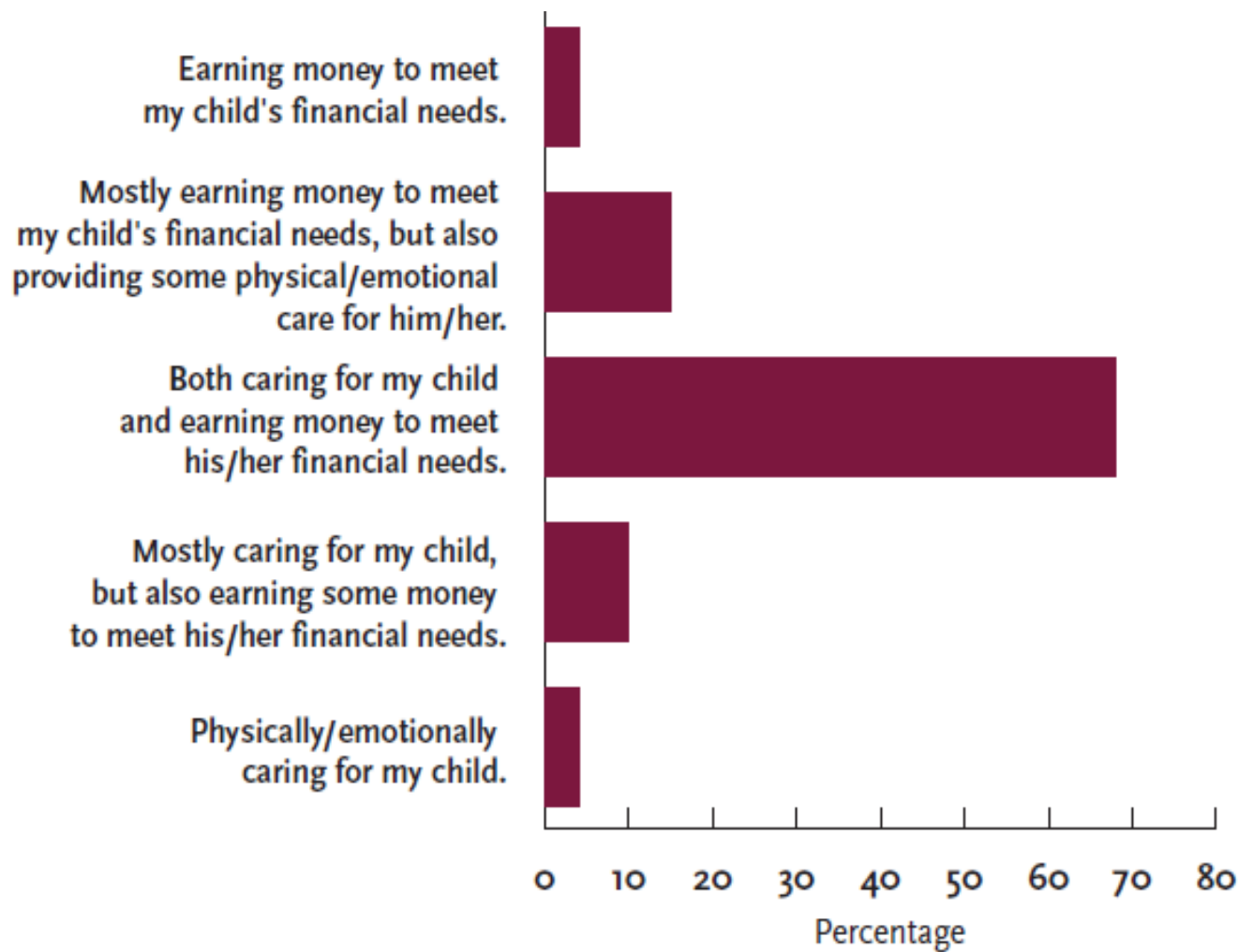


What about fathers intentions?

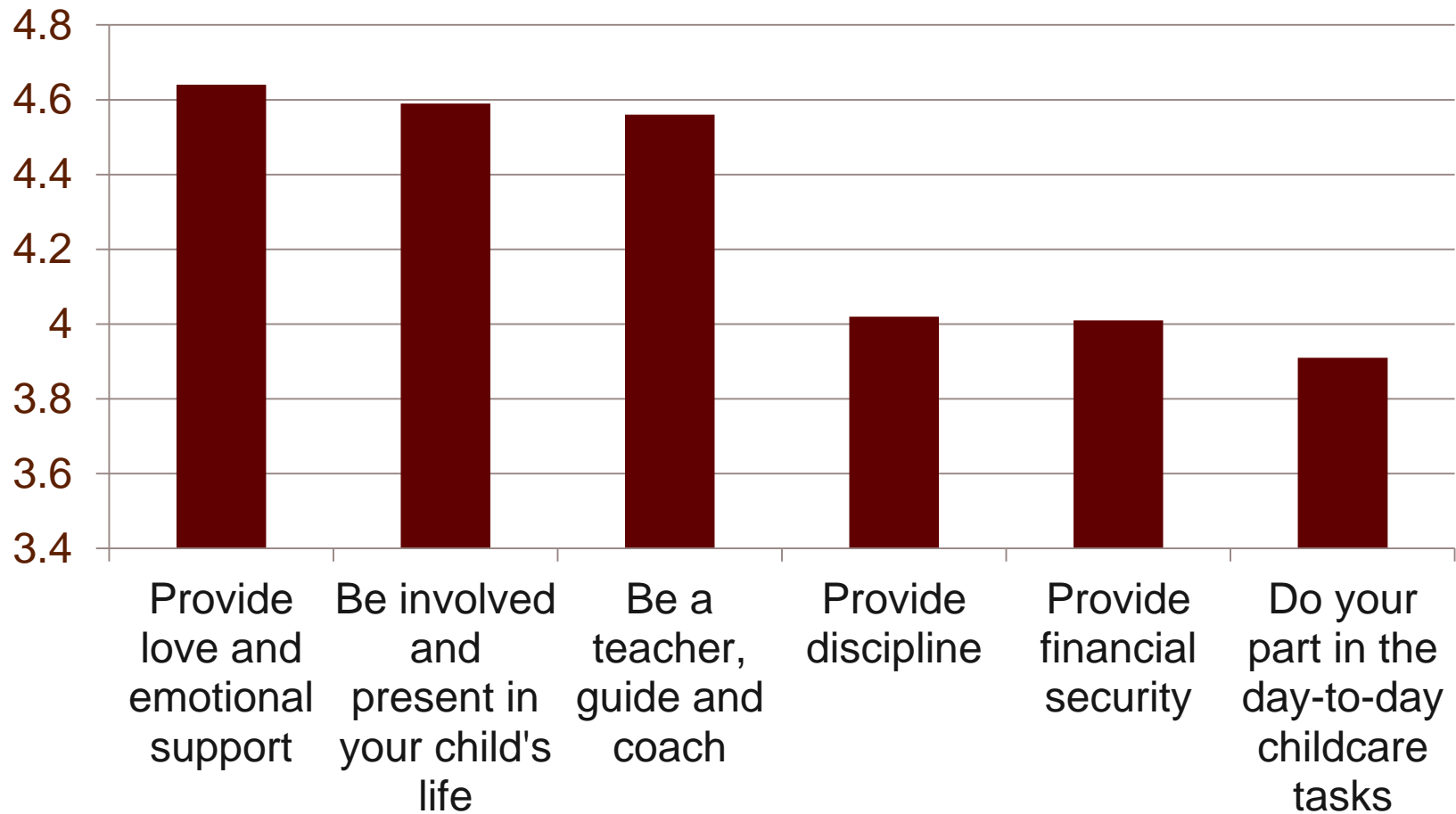
- From outset, bias is woman is primary caregiver
- That said, how do fathers feel about their role to caregiving and their commitment to it?
- Average hours spent with kids on workday: 2.65
- 77% said like to spend more time with children, 22% satisfied, 1% said less (the last honest men?)
- 86% agreed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



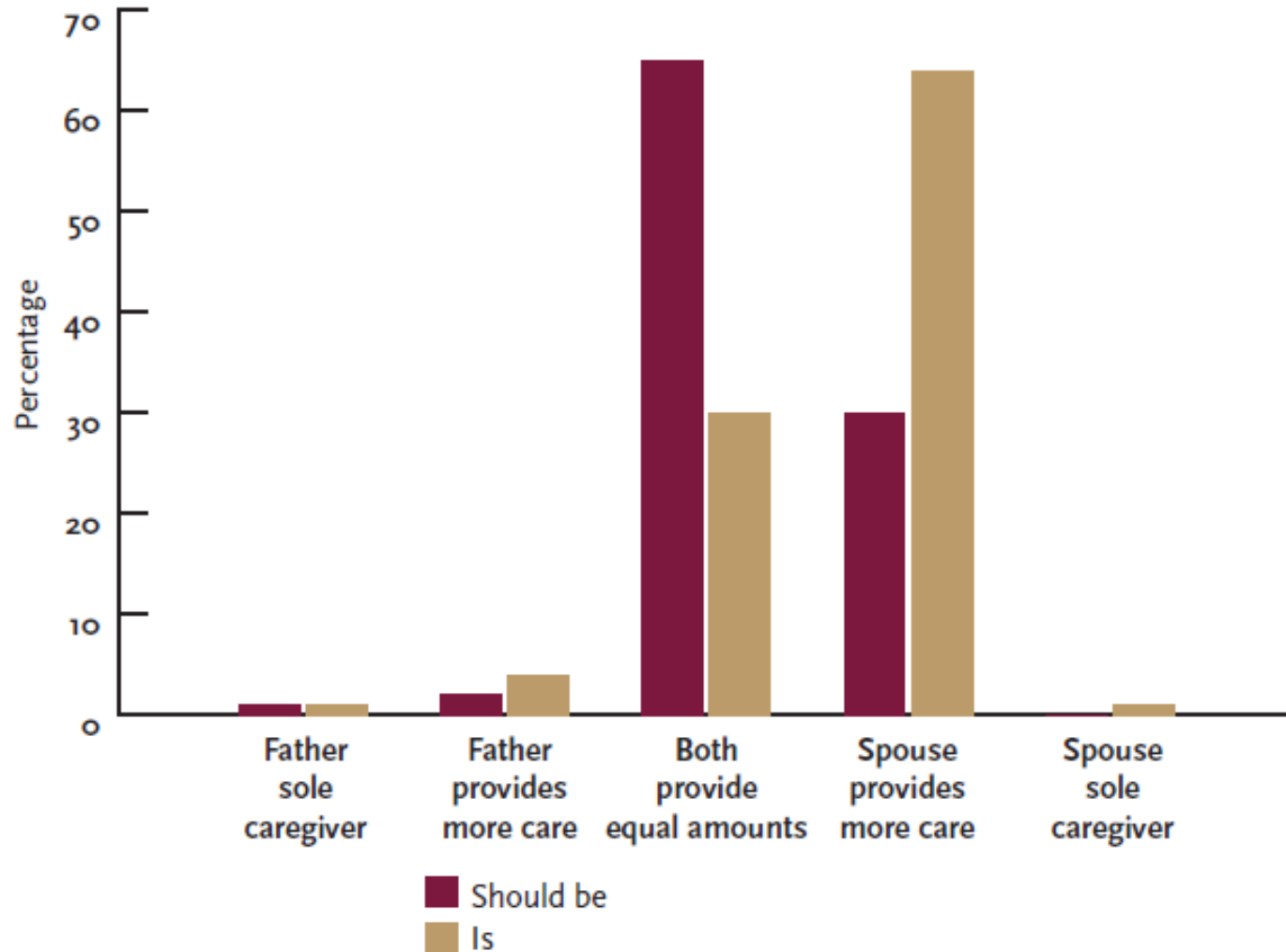
How Father's see their role



What Makes a Good Father?

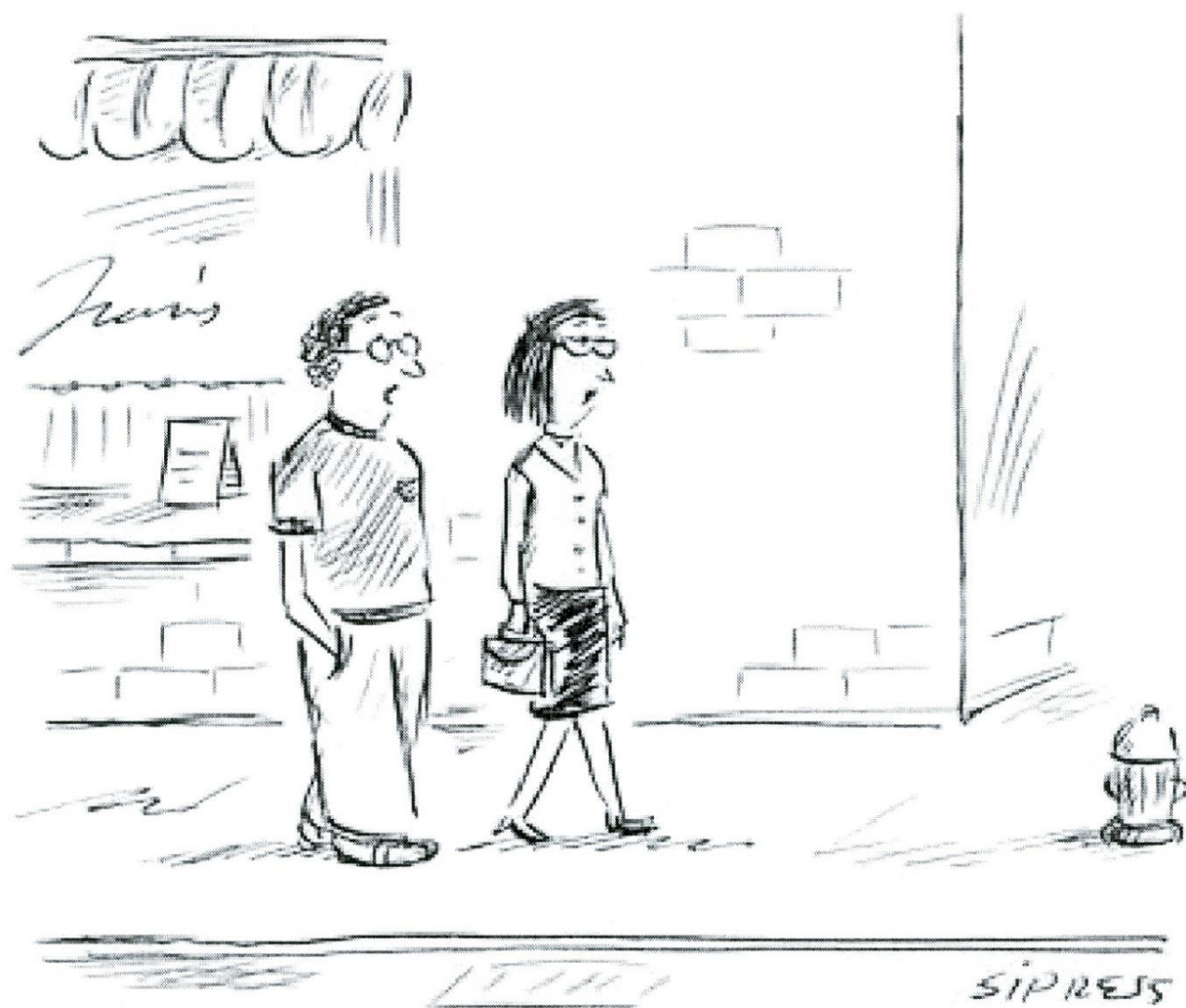


How should / is care giving divided?



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



"Of course I want to have kids, Claire—just not all the time."

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 ...



Would you consider being an at-home dad?

Becoming a father, a winner at work ...

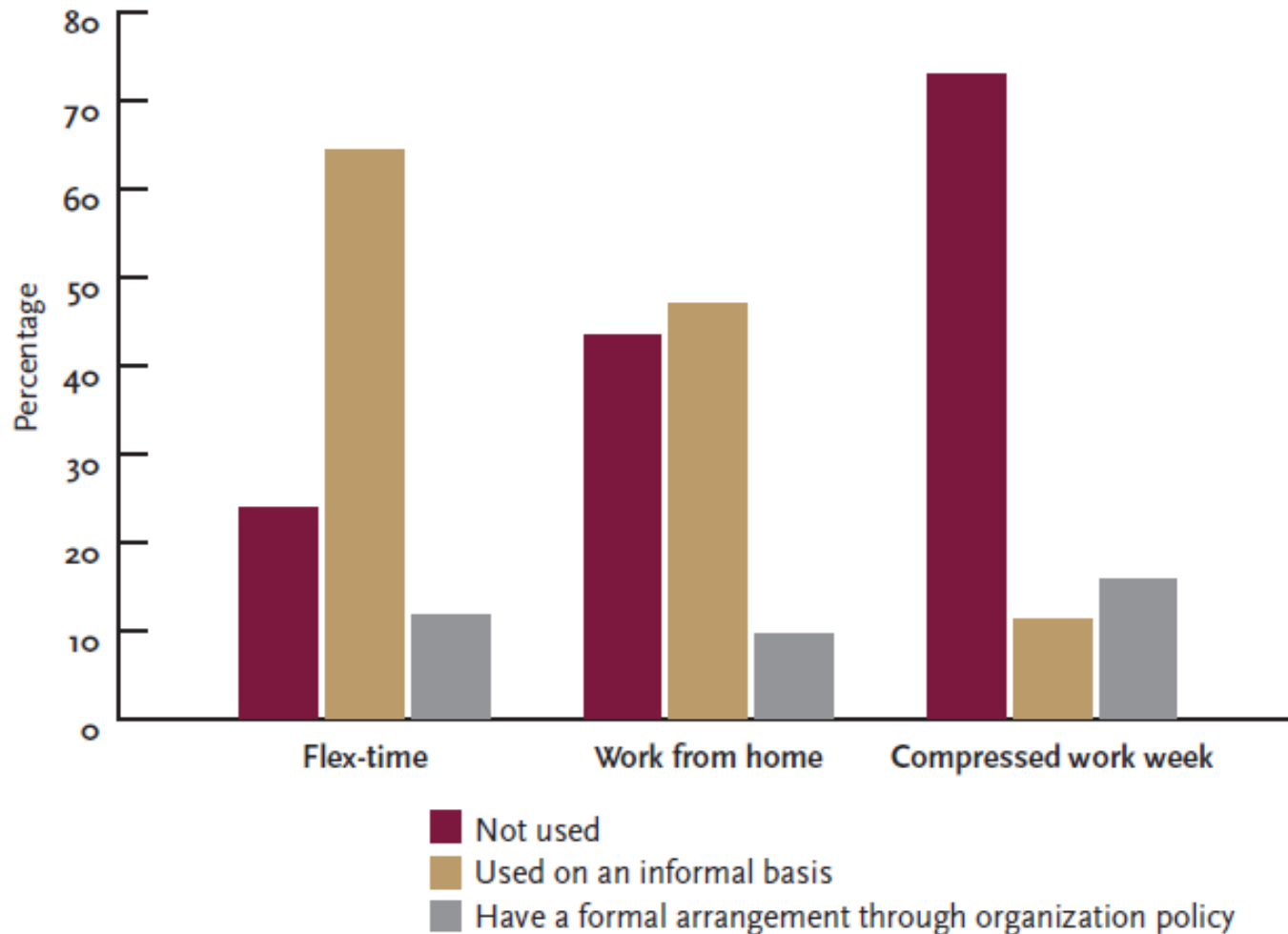
- New fathers receive universally positive workplace feedback regarding their career after becoming a parent (more mature, more credible, etc.)
 - 91% said peers welcomed them back
 - 87% said managers welcomed them back
 - 89% said supervisor supports them when they have a family problem
- Research suggests women receive much more mixed messages (Ladge) and are perceived as committed, less promotable, even less competent when they become mothers (Correll et al.)

But why wouldn't it be?

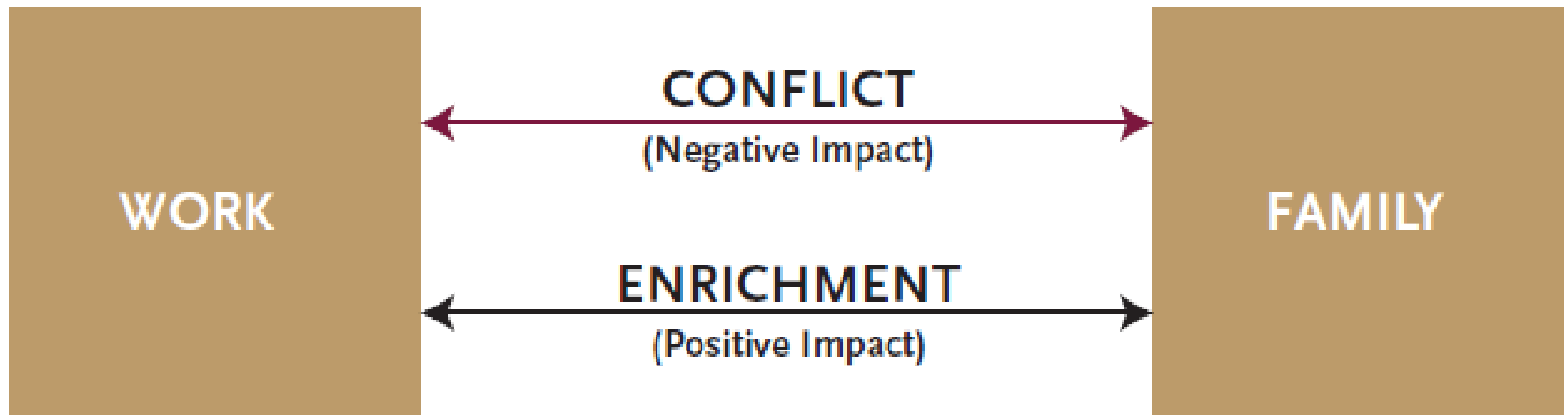
- Organizations are not confronted with real change for their fathers after children
 - 96% of fathers said managers expect the same, 1% lower, 3 % higher
 - 99.8% worked full-time after the birth
 - Only 4% took > two weeks off & only 1% took > four weeks
- And while many used flex, few did so through 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

	Never	Rarely	Sometimes	Quite Often	Very Often
How often do you interrupt your time at home or away from the workplace outside “official” work hours to address work-related issues?	2%	26%	43%	21%	8%
How often do you interrupt your time at work to address family-related issues?	2%	40%	52%	6%	<1%

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



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



Working Dads in the News



5/31/13 at 11:22 AM | 3

Men's Answer to Leaning In: The Fraternity of Paternity



OCT. 31 2013 2:00 PM
When It Comes to "Having It All," Men Want More
By Amanda Hess



Working Dads Want Work-Life Balance, Too

U.S. News
By Rachel Pomerance
June 13, 2013 3:18 PM

A conversation with Deloitte Dads

- Rob Lanoue
 - Partner, Monitor Deloitte
 - Executive Sponsor of Deloitte Dads
- Andrew Hamer
 - Manager, Monitor Deloitte
 - Founder of Deloitte Dads





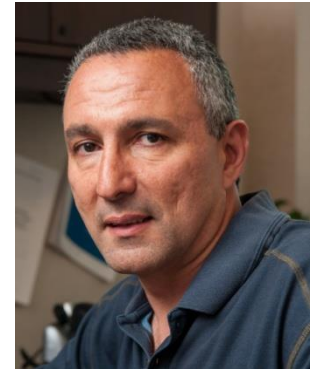
Work-Life Quick Reference Guide (U.S. Only)

Virtual Workplace	Life and Family	Time Off and Holidays	Mass Career Customization	Well-Being
Programs/Benefits				
Virtual Workplace Tools	Adoption Reimbursement	PTO	Mass Career Customization	Deloitte Wellness Program Move Eat Chill Learn!™
See Mass Career Customization, Dialing Down Location (telecommuting)	Emergency Back-up Elder & Child Care	Holidays	Dialing Down Workload (reduced workload/part time)	Fitness Subsidy Program
	Lactation Support	Sabbaticals	Dialing Down Location (telecommuting)	HealthBites
	LifeWorks <ul style="list-style-type: none">• Childcare & Eldercare• Legal Matters• Consumer Reports• Money Management	Parental Leave	Dialing Down Schedule (flextime)	Employee Assistance Program (EAP) <ul style="list-style-type: none">• Stress, Anxiety, Depression• Alcohol & Drug Dependency• Marriage, Family & Relationships• Crisis Situations• Work Issues• Gambling
	Tuition Assistance	Family Leave		Healthy U Webinars
	Relocation Services	Military Leave		
	Discount Purchase Program, the Deloitte Marketplace	Bereavement Leave		
	Mortgage Assistance	Personal Leave		
		Personal Pursuits		
		Jury Duty		
Communities & Resources				
Virtual Workplace Yammer	Deloitte Parents Network Yammer			Move Eat Chill Learn™ Yammer
Consulting's Virtual Work Practices	New Parent Program			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](#).

A conversation with Johnson & Johnson Father and Leader

Sean Lilienfeld



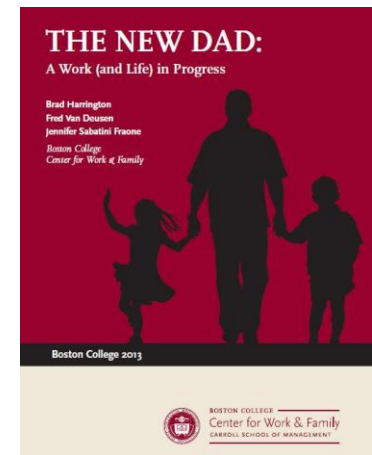
- Chief Medical Officer
- VP Strategic Medical Affairs and Medical Sciences
- DePuy Synthes companies of Johnson & Johnson

Work/Life Resources for a Diverse Workforce



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.



Share your thoughts....

- Please type your questions in to the “Questions” section on the dashboard.
- We will respond to as many questions as possible.

Thank you for attending!

For more information...



- Visit www.thenewdad.org
 - Join The New Dad Mailing List
- Contact cwf@bc.edu to request:
 - A survey of your corporate dads
 - An in-house workshop or webinar
 - Advising on workplace policy and culture