The blurring of roles between work and personal life: implications for organizations and individuals, Paul Glavin, MacMaster University

The data presented came from the CAN-WSH study of 5796 Canadians and Americans. The integration of work and family is becoming increasingly commonplace with the concern that more work blurring and multi-tasking lead to increased stress and higher work-life conflict.

- The sample was divided into 3 groups, full role integrators, moderate integrators (* the reference group) and segmentors (clear separation of work and home tasks) to assess differences in psychological distress, sleep problems and high blood pressure. The chart below shows the results of the comparison for males (M) and females (F) to the reference group. Integrators of both genders had higher psychological distress and sleep problems, and female integrators had higher blood pressure than moderate integrators. Segmentors had lower psychological distress and male segmentors had fewer sleep problems.

<table>
<thead>
<tr>
<th></th>
<th>Psychological Distress</th>
<th>Sleep Problems</th>
<th>High Blood Pressure</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>M F</td>
<td>M F</td>
<td>M F</td>
</tr>
<tr>
<td>Integrators (9% of sample)</td>
<td>↑ ↑</td>
<td>↑ ↑</td>
<td>--</td>
</tr>
<tr>
<td>Moderate integrators* (74%)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Segmentors (17%)</td>
<td>↓ ↓</td>
<td>← ←</td>
<td>← ←</td>
</tr>
</tbody>
</table>

- Overall, 30% of the sample had problems going to sleep
- People in many different roles can be integrators, including CEO’s, teachers, physical therapists, mechanics, sales reps and software developers
- For men there was no evidence that job security or interpersonal supports reduced the negative consequences of being an integrator
- For women integrators, their psychological distress was much higher when they had non/low-supportive managers.
Eldercare Trends and Best Practices

Ann Bookman, UMASS Boston and author, “Families and elder care in the twenty-first century”
Corporate practices from Rosalia Thomas, IBM and Ronnie Mae Weiss, MIT

Presentation UMASS  Presentation IBM  Presentation MIT

We are all aware of the current and expanding challenges of employees with eldercare responsibilities. In this session we learned more about the issue, potential solutions, and several innovative approaches that have recently been launched by our corporate partners.

- Ann Bookman shared her thoughts on the future of eldercare, including the opportunities for organizations to partner with communities to create a more aging-friendly society. She discussed several different models for elder-friendly communities and discussed how organizations can play a role in fostering this type of society.
- Rosalia Thomas presented a very innovative, technology-based solution IBM is piloting for meeting employee needs as they work to manage the complexities of caring for an elder. This new app, developed in conjunction with Care General, allows employees, caregivers, siblings, and the medical community to be on the "same page" by fostering communication regarding medication and caregiving needs of their loved one.
- At MIT, Ronnie Mae has worked with vendor Care.com to develop a new offering for geriatric care management on-site. MIT employees have access to one-on-one or family meetings with the care manager in addition to educational seminars and resource and referral service.

THURSDAY

Welcome and Setting the Context

Brad Harrington, Executive Director, BCCWF  Presentation
Brigid Schulte, New America  Presentation

Brad welcomed the 100 members, scholars, and guests to Boston College for this special 25th Anniversary Conference. He discussed the expanding workforce challenges we are all facing and reviewed the four areas of focus of the Center:

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

Brad then discussed the difference between “work-life programs” and the total work (and life) experience of employees in our organizations. His vision is that employees at our organizations would respond “Yes” to the following questions:

- Am I valued, respected, included?
- Does my manager care about my well-being?
- Am I engaged in and passionate about my work?
Am I growing and developing in new ways? 
Can I have a life outside of my work that embraces family, friends, and community?
That is the bottom line on whether we can say our organizations are successful.

Brigid Schulte talked about how we must re-define what success means to each of us and develop a vision for “The Good Life” including time for work, love, and play. She talked about couples now sharing responsibilities at home and how our image of the “ideal worker” needs to shift to accommodate these new life circumstances of our workforce. She also discussed the need for leisure to be at our best and most creative.

**Work-Life and Flexibility: Looking back, looking forward**

*Ellen Galinsky, Families and Work Institute* Presentation
*Shelley MacDermid Wadsworth, Purdue Center for Families and BCCWF Fellow (discussant)*

Ellen shared her thoughts and supporting data about several work-life trends that will continue to impact the workforce and workplaces in 2016.

- Work-Life is no longer considered a "perk" but a business strategy.
- Providing business incentives for work-life issues increases retention.
- Providing flexibility alone is not a “silver bullet”. Flexibility has to be part of an effective workplace.

Employees in effective workplaces have better health and well-being outcomes. Employers can make workplaces more effective by:
  - Encouraging a culture of respect
  - Giving employees a say about how to do their jobs
  - Offering flexibility and helping employees to improve work-life fit

**Employee Wellbeing: Connecting the Dots**

*Erin Kelly, MIT Sloan School of Management (Kanter Award Winner)* Presentation
*Jennifer Swanberg, University of Maryland and BCCWF Fellow (discussant)*

Erin Kelly presented on the effects of the STAR workplace initiative (Support.Transform.Achieve.Results.) on employee’s schedule control and flexible work practices.

- STAR increased the proportion of hours worked remotely and increased the chances of employee’s having control over their schedule initially- for the first six to twelve months.
- The key difference between STAR and other flexible work policies was that all employees in the group were invited to join STAR and decide for themselves when and where they work, in conjunction with their teammates, rather than having a manager approve an arrangement and have the control.
The results of the study also showed that when an initiative such as STAR is presented, employees are more willing to engage in the flexibility rather than when managers are in control and are the “gatekeepers” of this flexibility.

The key takeaway from the study was that a healthy, flexible work environment leads to increased work production and can benefit the health and well-being of its employees and families.

Inclusive Global Workplaces

**Michalle Mor Barak, USC and author of Managing Diversity: Toward a Globally Inclusive Workplace**

Presentation

Global population trends and social responsibility create an imperative for corporate diversity and inclusion. Although diversity and inclusion are related, the two are distinct concepts which do not necessarily accompany each other.

- Michalle defines Inclusion as the individual’s sense of being a part of the organizational system in both the formal processes, such as access to information and decision-making channels, and the informal processes, such as hall conversations and lunch meetings.
- Global population trends: exponential population growth, unbalanced gender ratios in some societies.
- International migration: “push” factors in developing countries and “pull” factors in industrialized countries.
- Research shows a positive connection between diversity and business performance, but diversity brings risk of workplace conflicts.
- Naïve realism: Cognitive bias of mistakenly assuming that what is appropriate and proper in our culture is the natural way of doing things and is universally correct.
- Circular 2-stage Inclusion Solution: “Reactive” (D&I representation in organization) vs. “Proactive” (D&I management & inclusion strategies).
- NSF Research Project: Open to collaboration with companies. Contact morbarak@usc.edu

Career Management: Preview of BCCWF Study on Young Adults

**Brad Harrington, BCCWF – Study Sponsored by KPMG**

Presentation

Brad provided an overview and discussion of the new BCCWF study on millennials’ career aspirations.

- A survey of 1100 people at five U.S.-based global companies.
- Perception that one’s manager cares about wellbeing was correlated with job satisfaction.
- Contrary to the “disloyal” millennial stereotype, most respondents (60%) want to stay with their current employer. Only 25% believe changing employers is the best way to advance career.
- People with good career navigation skills tended to find themselves in careers that aligned well, good managers, and so forth.
• Asked about career and life in relation to personal identity, and respondents placed higher value on life outside of work.
• Although a very high percentage of respondents wanted to take on increasingly challenging tasks, develop their expertise, and advance up the career ladder, few (approx. 20%) were willing to pursue these goals at the expense of time with their families and their personal lives.
• Recommendations to employers:
  o Help young people develop career navigation skills.
  o Provide opportunities to develop and advance.
  o Recognize the critical role of managers.
  o Foster a balanced and flexible work environment.

Work-Life Leadership over a Quarter Century, Founding Companies Leadership Panel featuring:
  
  David Gonzales, Vice President, Diversity & Inclusion, Bristol-Myers Squibb
  Dr. Fikry Isaac, Vice President for Global Health Services, Johnson & Johnson
  Lindsay-Rae McIntyre, HR Vice President, Leadership and Diversity, IBM

Culture and Work-Life
  • Health and well-being are integrated into J&J’s overall objectives. We apply internally what we do in our Credo externally. In 1978 our CEO set a goal of having the healthiest workforce in the world, and he leads by example. We have one HR goal – health and performance.
  • BMS is going through a transformation from Big Pharma to BioPharma, and we are identifying the capabilities needed to be faster to innovate, to be more agile, to empower people. It’s about our ability to perform through a broadly inclusive culture that includes diversity of intellectual thought, manager capabilities, work-life programs and total rewards systems.
  • IBM has a strong wellness culture and offerings that supports the dynamic employee agenda worldwide. We use pulse surveys to track the trends and needs.

Keeping Leadership Engaged
  • IBM of the future looks very different from today. Our wellness agenda and holistic view of employees is included in our leader indoctrination. It’s part of who we are, our brand.
  • J&J has a Corporate Athlete program that all leaders go through. It infuses why good health is important to them. We create competitions among the leaders for programs we want them to promote.
  • BMS has always had health and wellness included in the culture. We track external trends and survey 23,000 employees. We work to create an energizing workplace.
Metrics Used
- J&J: determinants of health used around the globe – mental, physical and spiritual energy for performance, life satisfaction, energy level, ability to focus, engagement
- IBM: attrition of top performers, cost of losing top talent, healthcare costs, employee experience
- BMS: employee value proposition, feedback from 500 focus groups

Future Goals
- BMS: increase management and leader capabilities, inclusive behaviors, roll out in 2016
- IBM: analytics are very important to us in spotting and providing immediate and useful feedback – Watson
- J&J: finalizing the 2020 health vision, how to help our population be their best selves

FRIDAY

Roundtable Action Dialog: Looking Back, Looking Forward

- More than 40 attendees gathered in a circle to consider what we learned in the previous two days and to think about the issues more holistically.
- Concerns were raised that lumping too many things together may cause us to lose focus on the individual parts such as work-life or mental health.
- A number of people commented about the daily pressures of work and the need to respond “right away” to email and other demands at all hours of the day and night.
- Workload seems to be the biggest underlying issue in the U.S. and we have not been able to address it.
- Many companies have had mindfulness training, but the environment and cultures don’t support it.
- The broad and unending pressure to do more and more work appears to be caused by escalating capitalism, and we need to find a way to slow that down and transform our society to focus on what is important to our happiness, rather than the constant pressure to earn more and buy more things.
- However, the scope of that challenge is a bit too large for most of us in our current roles, so we need to focus on “what we have in our hot little hands” to move things forward.
- We need to move with the flow of the corporation. If yoga suddenly becomes important, then focus on health and how work-life supports health.
- The Millennials appear to be helping all of us with their expectation of work-life balance.
- Research has demonstrated the critical effects that supportive managers have on employees’ job satisfaction and well-being. There is an opportunity to better train and support our managers.
- If we have a broad focus such as the Total Employee Experience, it will allow us to pursue the issues that are most important to the company and the employees, and we’ll be able to engage others to help. That will keep us from getting too locked in to a particular set of tools or concerns, and we’ll have more success and leader support.
Rosabeth Moss Kanter Award for Excellence in Work-Family Research
Shelley MacDermid Wadsworth, Purdue Center for Families Presentation

Shelley shared the 2015 Top Takeaways from the best work-family research of the year.

1. **Earnings Equality and Relationship Stability for Same-Sex and Heterosexual Couples**, Katherine Weisshaar
   - What if theories on couples are making incorrect predictions based on gender?
     - Economic theory: Specialization is efficient and promotes stability – gendered roles and income differences are expected.
     - Gender model: Income differences are not expected; equality is better
   - Weisshaar found that relationship instability is higher with heterosexual couples when they had equal earnings, whereas instability is higher with same sex couples when they had unequal earnings
   - The theories are not always correct, especially when looking at same-sex couples

2. **Job Displacement Among Single Mothers: Effects on Children’s Outcomes in Young Adulthood**, Jennie E. Brand and Juli Simon Thomas
   - Are the effects of job displacement on children any different from unemployment effects?
   - The research found negative effects on children in their young adulthood, and the effects were worse for less disadvantaged mothers (and therefore more privileged children)
     - Parent’s actions/reactions greatly influence their children
   - Shelley commented that the results made her think of the generosity (or lack of) severance/job packages: seems like these are avoidable consequences
   - Shelley explained that, essentially, business influences family which influences community

3. **Class Advantage & the Gender Divide: Flexibility on the Job & at Home**, Naomi Gerstel & Dan Clawson
   - Focuses on class-advantaged and class disadvantaged groups of female (nurses and CNAs) and male (physicians and EMTs) workers
   - CNAs have no flexibility: more than half are single mothers, sole breadwinners, and caregivers
     - Lack of job flexibility gives them zero ability to follow the traditional gender roles
   - Nurses have a variety of shift options and the ability to use their flexibility to tend to the family
     - Nurses use their flexibility to create a gender divide
   - EMTs are given their schedule at the beginning of the year and often work second jobs
     - The preplanned schedules allow EMTs to plan out time off to spend time with family, weakening the gender divide
   - Physicians use their flexibility to do more work rather than spend more time with their families
     - Physicians create a gender divide
   - By looking across class and gender, we see the multiple meanings of flexibility and the operation of an important distinction between employer-driven and employee-driven flexibility.