

## MEETING TAKEAWAYS

- Mentoring can take multiple forms from career support such as sponsorship to psychosocial support, such as counseling and encouragement. It is important to recognize that no one individual may fulfill the various roles of a mentor, so it will be important for individual employees to create developmental networks or a group of individuals to mentor them. Because the most successful mentoring happens informally, organizations that create formal mentoring programs should strive to mimic the strengths of informal relationships where they can. [Mentoring in the Information Age for Career-Life Success, Wendy Murphy](#). Some guidelines include:
  - Have mentors and protégés provide some input into the pairing process
  - Training for both mentor and protégé is critical
  - Clearly communicate the expectations and anticipated outcomes
  - Work and life issues should be woven into the dialogues
  - Pairs should meet at least monthly
  - Pairs need to determine preferred modes of communication, explicitly discuss social media, and what will work for each person.
  - When pairs are connected across culture, gender, or race (or any other dimension of diversity), encourage some level of disclosure to build trust and a deeper understanding of values.
  - In order to truly engage and commit to mentoring, mentors should have fewer than 3 formal protégés.
- Sodexo provided a summary of their mentoring program-IMPACT- which has received recognition for the outcomes it has achieved. [Sodexo Spirit of Mentoring, Jodi Davidson](#). Key highlights include:
  - Program is clearly connected to diversity and talent goals within the organization
  - At least 60% of partnerships must be cross race, gender, or both
  - Training is provided to both mentors and mentees, with structured monthly connections, virtual education, and regular check-ins from mentoring implementation team.
  - Mentee sets three goals for the program, two of which are also communicated to the manager, but one is kept personal.
  - Evaluations are gathered at 6 month and 12 month time periods
  - ROI includes retention, productivity, customer, and employee satisfaction.
- [Moving Work-Life Forward: Making Changes to Increase Relevance and Impact](#) articulated the expanding nature of work-life in today's organizations. **The impact of technology, globalization, and demographics are changing the way work is done.** The economy has created an environment where everyone is doing more with less, creating high workloads and high stress.
  - A first class people strategy needs to be in synch with the mission, values, and culture of the organization and people practices.

- We all need to recognize that work-life is about the culture of the organization and it would be valuable to take a holistic approach to address how each factor (men, **eldercare, virtual workplaces, workload,...**) **influences the work-life** integration of the employees within the organization.
- Work-life is a critical component to talent attraction, retention, and development. The work-life culture of an organization can be integral in helping employees maintain high levels of productivity and engagement in these challenging economic times. The next iteration of the white paper, [\*Moving Work Life Forward\*](#), will more strongly make this business case through concrete data and continuing collection of business measures.
- Trends for work-life practitioner attention:
  - employee empowerment to evaluate and take back control for their own work-life integration style and choices
  - manager support for managing workplace flexibility and work-life dynamics more effectively
  - positive work-life culture of the organization through partnership and collaboration with change agents, influencers, organizational effectiveness, corporate communications, and other business and HR teams.
- With growing attention on wellness and wellbeing in the workplace, sleep has been an overlooked but enormously important factor. Sleep deficiency and sleep insufficiency have negative impacts on work outcomes and on health. Sleep quality is a good indicator of overall health. [\*Causes and Consequences of Sleep Deficiency: Workforce Impacts\*](#). It is worthwhile for organizations to focus on quality sleep of their employees:
  - When sleep patterns (periods of wakefulness or difficulty falling asleep) and duration (less than 8 hours) are altered due to travel, workloads, or stress, performance and health decline and have a cumulative negative effect.
    - Like alcohol impairment, the individual does not recognize that performance declines, but poor judgment, safety, decreased attention, impatience, brusqueness, and lack of follow through result from even one night of poor or insufficient sleep. These less than optimal behaviors would impact key performance and productivity outcomes.
    - Poor and insufficient sleep is also correlated with higher risk of obesity, diabetes, hypertension, and cardiovascular disease in the employee.
  - What can organizations do?
    - For organizations wishing to create a culture of health, focus on three pillars of **sleep, diet, and exercise**.
    - Encourage manager support for flexibility, family, good ergonomics, positive work environment, and manageable workload. Research demonstrates that employees:
      - sleep on average 30 minutes longer per night,
      - bring less stress home, which positively impacts health of children
      - maintain or improve high performance
    - Provide employees with control over when and where they work and/or consistent work schedules so that they can optimize their sleep patterns.
    - With regard to travel across time zones, communicate the impact and importance of quality sleep to help employees make decisions about their schedules, the work impact, and align with healthy behaviors and family needs.

- Continuing the focus on wellbeing, our conversation with **Dr. Edward (Ned) Hallowell on Promoting Lifelong Happiness in this Crazy Busy World**, recognized the connections between work, family, happiness, performance, engagement, and health. We do live in a crazy busy world, filled with interactive technology, work demands, family demands, community demands, and also many opportunities. How can we meet these competing demands and focus on what is most important and will create an enriching and fulfilling environment?
  - Help employees select the job that best suits them
  - Provide an environment where quality connections are encouraged: the confidence, performance, productivity, creativity, and optimism that are associated with positive relationships lead to personal and professional success.
  - Encourage employees to inquire, ask questions, and take intellectual risks as innovation, imagination, and engagement results.
  - What can managers do?
    - Encourage employees to bring into the office an object that has significant meaning to them and share this with team members
    - In a virtual setting, start meetings by inviting participants to share panoramas they have created of themselves—a slide with pictures and images of things that they value and are important to them.
    - Utilize huddle spaces or other workplace gatherings to encourage employees to connect with one another and talk about their work and their lives—this integration is important as it helps to build trust and collaboration.
  
- As a **senior executive at IBM and champion for work-life within the organization, Ron Glover** recognizes the challenges that the global economy, technology, and workload place on work-life integration of employees around the world. Some of the compelling data that he shared with us regarding the relevance of work-life for IBM are:
  - Demographic changes around the world including birth rates in the US, EU, Japan, India, China, and throughout Africa.
    - The success and wellbeing of the US economy and organizations experience is directly related to the connections that are made with people and organizations in these emerging economies.
    - This means that more people within the organization will be working across times zones, working across cultures, and working virtually. Developing a global mindset and having cultural dexterity will be key assets for the current and future workforce.
  - The demands of eldercare are increasing dramatically, with close to 40% of employees in the growth markets anticipating that they will care for an elderly parent in their home in the next 5 years.
  - Commute time in the growth markets is more than 50% greater than in the major markets.
  - **Workload is one of the main factors that negatively impacts employees' work-life integration.**
    - IBM is really trying to understand the true cost of overwork and make these costs more visible around the organization so that managers can make better business and human resource decisions.
    - IBM will aim to reduce and eliminate unnecessary work by simplifying processes and giving more decision making authority to the appropriate management level.
  - Creative work-life solutions, such as on-site child care in Japan, to hostels for employees in India, are being considered in these markets to assist employees meet their work and the family obligations in a culturally sensitive manner.