



**SLOAN WORK AND FAMILY
RESEARCH NETWORK**
BOSTON COLLEGE

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THE NETWORK NEWS
A WORK-FAMILY NEWS
PUBLICATION

In This Issue

- Jessica DeGroot discusses supporting attorneys and workplace leaders to lead more balanced lives.
- A graphic illustrates the effect of work-life initiatives on attorneys' intent to change jobs.
- Katie Corrigan talks about Flexibility 2010's recent congressional briefing.

New from the Network

Sloan Network Updates and Announcements

- ▀ Our Low Wage Workers topic page, compiled by Gloria Tower, is now available here: <http://wfnetwork.bc.edu/topic.php?id=27&area=academics>.
 - ▀ The new issue of the Effective Workplace Series, Older Workers, is now available here: http://wfnetwork.bc.edu/pdfs/EWS_OlderWorkers.pdf.
 - ▀ Judi Casey facilitated the closing session of the Ceridian client conference on Organizational Resilience. Held in Philadelphia from May 8-10 with more than 55 corporate clients, the conference explored how organizations can be more responsive to the ever changing world of work.
 - ▀ Judi Casey presented with Ann Andreosatos, Director, Workforce Diversity & Inclusion P&G/Gillette, at the New England Employee Benefits Conference on May 24 in Randolph, Ma. Their session, Work/life and Diversity: A Strategy for Engaging Employees, analyzed benefits case vignettes from both a tactical and strategic perspective. Attendees gained a better understanding of employee engagement efforts from a work/life and diversity perspective, as well as strategies for linking them with business goals and workforce development.
 - ▀ Several Sloan staff attended the International Sloan Conference on Flexibility, "Why Flexibility Matters: A Global Perspective," in Chicago from May 16-18. Scholars from around the world discussed their research on flexibility and explored topics such as global working families, older workers, overwork and government policies.
 - ▀ Be sure to keep checking "What's New in Work and Family" on our web site for the latest work and family links. Here are two recent announcements:
 - ▀ Anna Bahney of *The New York Times* talks to several workers in their 20's and 30's who quit their jobs to take extended vacations before starting new ones. One man explains that "The trick is finding a job that has the balance built in so that I don't have to go off on a grand adventure to recover from work."
- To read "A Life Between Jobs," visit:
<http://www.nytimes.com/2006/06/08/fashion/thursdaystyles/08vaca.html?ex=1307419200&en=857cf236c7ee0290&ei=5090&partner=rssuserland&emc=rss>.
- ▀ Jill Rosen of the *Baltimore Sun* explores the meaning of the term "working family," "hands down the most coveted demographic among candidates vying to be Maryland's next governor." The article includes commentary from our own Judi Casey!

For more announcements and articles, you may access "What's New in Work and Family" by clicking here: <http://wfnetwork.bc.edu/template.php?name=newsannounce#news>.

Best regards,

Judi, Karen, Marcie, Tina, and Sandee

Conversations with the Experts

Supporting Leaders to Lead More Balanced Lives: The Key to Culture Change



Jessica DeGroot

Bio: Jessica DeGroot is president and founder of ThirdPath Institute. She is passionately committed to educating others about work and family issues and how they impact organizations, communities, parents and children. Jessica launched ThirdPath to provide practical information for developing integrated work-life solutions – solutions where individuals redesign work to create time for their lives outside of work. ThirdPath provides coaching, training and workbooks for individuals, families, and the professionals families turn to. In addition, ThirdPath works with leaders of small businesses and nonprofits to redesign organizations to support integrated work-life solutions from top to bottom.

Jessica and ThirdPath have been featured in national and local newspapers and radio shows, including *Working Mother* magazine, *Fast Company* magazine, the National Public Radio show "The Parents Journal," and a number of local and regional cable and television shows. Jessica received her MBA from the Wharton School in 1994, where she was co-founder of the Wharton Work/Life Roundtable. She has been published in *Harvard Business Review*, the Sloan Work and Family Encyclopedia (access her entry, "[A Historical Perspective on Social Change](#)"), *The American Woman 2003-2004*, and is co-author of the *Wharton Work/Life Resource Guide*. Jessica and her husband live in Philadelphia and share in the care of their two children.

An Interview with Jessica DeGroot

By Judi Casey and Karen Corday

Casey: Tell me about the ThirdPath Institute.

DeGroot: Our mission is to assist individuals, families and organizations in finding new ways to redesign work in order to create time for family, community and other life priorities.

Casey: It's interesting that you mention communities along with families and work.

DeGroot: That's the way our work has unfolded over the years. ThirdPath has placed a lot of attention on family, for very specific reasons, but we've always been clear that work-life is bigger than family. We want to help people create organizations in which everyone can think about work, family and community issues; there's a lot of benefit when individuals and organizations think in this new way. The core of our thinking is that change is now possible because work can be done in a new way that supports people lives outside of work, while also meeting the needs of business. The organizing concept is to look first at work and ask "What is the real solution for my specific job?"

Casey: If more people were focused on the "real solution," there would be a nucleus of people who could support each other.

DeGroot: Yes. ThirdPath has found that there is incredibly interplay between individual and organizational level change. When a person within an organization asks for a change, this intervention sets up all sorts of positive repercussions. But, organizations also need to change their assumptions around who's rewarded and recognized. It's a back-and-forth transaction where individuals take action and so do organizations.

Casey: Can you talk about the across-the-life-cycle time line that describes how at different points in their lives people may want to redesign work in different ways?

DeGroot: If you think about careers over time, they parallel what's happening in people's lives outside of work over time. In general you can segment people's careers by life before children, life with children (during which there are many distinct phases), and then there's life after children. Of course, people's careers are now going beyond the age of sixty five. For most people, these distinct phases get organized around families. Not everybody—20% do not have children—but the majority of people do progress through these stages, and each stage brings unique challenges. When you're first starting your career and trying to prove yourself, you also may be trying to meet friends, or someone with whom you'll have a long term relationship. When you have a baby, there are unique challenges with trying to organize your life around your child's needs. Another classic situation people feel strongly about is when a child becomes too old for school-aged care. Or, when parents suddenly realize, "My goodness, my kids are growing up so quickly. I want to be there for them before it's too late." For others, when the kids leave home they suddenly become workaholics, and once again they need to relearn how to create a more balanced life. One of the life phases that will be going through significant changes in the next few years is retirement. People in their sixties represent a group of employees with great information, talent and relationships that organizations are going to want to retain. If they exit the organization, it's a real hardship for the business, so it's becoming increasingly important for workplaces to explore retirement in a whole new way, including the idea of phasing into retirement.

Casey: Yes, businesses need to maintain and institutionalize organizational knowledge. That's a priority issue for today's employers.

DeGroot: My fantasy is to set up job shares between senior workers and more junior workers as a way to pass along the talent.

Casey: Yes, like a mentoring relationship. Recently, you have focused attention on leaders and work redesign. Why leaders at this point?

DeGroot: ThirdPath went after this challenge for one specific reason, but I think the outcome has been much better than what we expected. We looked at the profession of law and organized a conference that clearly demonstrated how lawyers can redesign their jobs. Over 85 people attended, 30% men, including a dozen lawyers who spoke about how they had worked four days a week, or telecommuted or worked less and telecommuted. The majority had become partners, so we had numerous success stories about how lawyers had figured out how to find the right fit while continuing to advance in their careers. However, what we also learned is that there are still too many law firms that expect lawyers to work all the time with no breaks in their careers in order to move ahead. Therefore, we decided to look at male and female law partners who had successfully redesigned their work, or who were at the top of their organizations but wished they had more balanced lives, and ask them how we could support them to gain more balance. By learning from people who had made it to the tops of their organization, we believed we could begin to create a new model for leadership that would also support a more balanced life. And by doing this, we knew that everyone would feel it was more possible to make similar choices.

Casey: Why did professionals worry that work redesign was not a possibility for them?

DeGroot: They felt they would be jeopardizing their careers. However, what we've learned is that by stepping out of the debate about part time lawyers, and instead focusing on leaders living more balanced lives, we began to uncover some of the opportunities and challenges of truly shifting the paradigm for everyone. For example, we learned that leaders can redesign their jobs, but they need unique skills to figure out how to have a more balanced life. People don't just automatically have this skill set. So, our original goal was to prove that jobs at the top of an organization can be redesigned. Like many organizations, law firms have a "leaky pipeline" problem where people move up and then leave as senior workers because of work-family balance issues. This is a real hardship for organizations.

Casey: I can't tell you how many lawyers, particularly women, who have left the law profession due to work-family balance problems. I've seen that many times over the years—more than any other profession I can think of!

DeGroot: Absolutely. However, what we learned in addition to the fact that leadership jobs can be redesigned, is that the lawyers who insisted on having more balanced lives, even with the risk that they might jeopardize their careers, are the ones who have developed these new "21st century" skills. So, one of the unexpected outcomes of the work we're doing is finding that people who insist on living balanced lives are bringing an

important skill set to our new 24/7 business environment. Early in their careers, they are learning they don't want to work everywhere and all the time. Instead they are asking questions such as, "How can I prioritize my most important work and let go of tasks that aren't so important? Can I delegate work and empower work teams to make sure that the most important work gets done?" Early in their careers they learned to think in this new way; and as they moved up in their organizations and became leaders, this mindset became even more important. One of the most important jobs of a leader is to decide what work can be handled by the firm and whether or not the firm has the resources to manage this work. These "integrated" leaders have had lots of experience, both at work and at home, planning and managing limited time and resources. Our work demonstrated that yes, leaders can live and model more balanced lives, but we also learned that when they do this, there's a positive impact for the entire organization.

Casey: Could you talk specifically about this "21st century" skill set?

DeGroot: Once again, at the core of this skill set is this concept of work redesign that ThirdPath teaches everybody. Work redesign looks at changing your schedule (when you work), physical presence (where you work), work flow (how much work you do), and substitution (who does the work). These integrated leaders have been experimenting with these different areas of flexibility and figuring out adjustments in each of these areas. One of the leaders we've been working with is James, a consultant for a large consulting firm. After his first child was born, he and his wife, a pediatrician, decided that they both wanted to work, but they also wanted time for family. As a result, they both redesigned their jobs. He figured out how to work a compressed work week and have Fridays off to be with his two children. He's also in charge of the kids on Saturday, as his wife sees patients on that day. The family is together on Sundays. Even though James doesn't work on Fridays, he still follows a routine for managing e-mail and voice mail to stay on top of his work responsibilities. He also recognized that he could do some work in the evenings after the kids went to bed; in fact, he found that time particularly useful as quiet time to really focus on work. He is strategically accessible instead of assuming that he must be instantly accessible to everyone all the time.

Another leader I worked with described a technique in which he doesn't give anyone his cell phone number, preferring to allow his secretary to differentiate between urgent calls and something that can wait or be handled by someone else. He does the same thing with voice mail and e-mail; instead of constantly checking for new messages, he checks it every two hours. These leaders use technology to improve their lives instead of letting technology run their lives.

Casey: This is so true. Technology can be such a double edged sword. It sounds like these leaders learned how to take advantage of the benefits without being caught up in the down sides.

DeGroot: Yes, but it's bigger than technology, it's really a whole new mind set. For example, another important concept around work redesign that applies specifically to leaders is the concept of using and creating effective teams. This is done by making changes around workflow and substitution; for James to have balance around his pace of work, he needed to have a good team in place. Then, on his day off, if there was a meeting, he could delegate someone else to attend the meeting. Most importantly, he made use of this practice not as a burden for his team; instead, he considered which junior member of the staff could benefit from going to the meeting and speaking in front of this particular group of people.

Furthermore, integrated leaders insist on not constantly working over capacity. This gives them the space to think about what's really important as opposed to running from one urgent task to the next in a constant state of stress. This doesn't mean they never work over capacity, but they aren't constantly in this state. We've come to see the goal as seasons of imbalance as opposed to chronic imbalance. It's impossible to control everything, and problems do arise. But ideally, there are other times when you have some breathing room during which you can tend to important tasks that were temporarily put on hold. We call this the "broken hose problem." Too often people are too busy to fix the leaky hose; instead, they just bring in more people to mop the floor. If a leader has a little more breathing room, they have time to say "Let's fix the hose. Let's get this resolved once and for all so we can all stop mopping the floor."

Clearly, leaders who are living integrated lives are modeling a new way of living. Just the sheer act of them modeling balanced choices makes a big change for everybody. Both workers and organizations are struggling with employees leaving because of work-family issues. If you have a leader at the top of an organization who has taken the time throughout their career to also engage in their life outside of work, this signals change is possible for others. It also suggests a strategy to fix the talent management pipeline problem so many organizations are experiencing. These leaders are pioneers; they're really learning new ways to be successful at home and work. It's hard to be a pioneer, but once someone's taken these risks, we can learn how to redesign work more easily and pass that knowledge on to the next generation.

Casey: How do these new behaviors gel to create organizational change?

DeGroot: There are two things we've seen that have really stood out. In January ThirdPath had a meeting and brought together the leaders we've worked with over the past year and a half. It became clear that there were significant differences between the experiences of small law firms and larger law firms. In some ways the large firms were jealous of the small firms because they looked to be farther along the learning curve. They even worried that lawyers would figure this out and come out of law school and work for a large firm, only to leave for a smaller firm when they have kids, taking their valuable experience with them.

Casey: Don't you think it's easier to drive change in smaller organizations because of sheer numbers?

DeGroot: Well, think about a twenty person law firm. If the leader of the firm insists on having a balanced life, the impact of that change spreads more rapidly and can influence the whole system more quickly. So, that interplay between one person having clarity and shifting the whole system can be much faster. There's a real opportunity to help not only small law firms but other small organizations. Almost 80% of all American organizations have fifty or less employees. If you think about what that means, as far as promoting change, that's really exciting! So yes, absolutely there's a difference between small firms and large firms in terms of making organizational change, but I have a really exciting story on the large organization front.

One of the leaders, James, of whom I spoke earlier, has learned that he can only go so far to have a balanced life within his organization. He's done a great job, but it's still very taxing; he still doesn't get enough sleep and feels stretched thin. To make more change happen, he has realized that he needs to get more people within his organization involved. As a result, he's organized ten other leaders at his consulting firm who are all excited to learn from his efforts. ThirdPath is hoping to set up a pioneering leaders' group within his organization. They can then figure out what's in their control to change as individuals, and by talking amongst themselves they can also learn what needs to be addressed at an organizational level.

Casey: It sounds as if there could be a potentiating effect. One leader in a twenty person company can have some effect, but the effect of ten leaders in a bigger company is multiplied.

DeGroot: You've got it! It's pretty exciting!

Casey: Are there any other activities or events that you think our readers should know about?

DeGroot: Sometimes ThirdPath can get pigeon-holed as too focused on family or too focused on professionals. One reason we have focused on family has been underscored in the work we have been doing around leadership. Currently men get stuck in the system, just like women. And, if we truly want to change the equation for everyone, we have to have both men and women rethink their roles at work and at home. If anyone wants to learn more about this, I can send them some information ThirdPath has been gathering around the career-family Catch-22. It clearly illustrates why lasting change will only be achieved by addressing changes both at work and at home.

However, as a non-profit, ThirdPath's goal has always been to consider work-family issues across the economic spectrum. With this in mind, we've just launched a project to focus more on hourly wage workers. Once again, we are focusing on success stories and what we can learn from hourly wage workers who have figured out how to work and have time for their lives outside of work. We've started collecting stories, and we are excited about what we've been learning. For example, in one family, after the baby was born, the father (who is a flight dispatcher at an airport) the aunt (who does data entry) and the grandmother (who is a salesclerk) all changed over to four day work weeks. The mother (who works at a bank) did not have this option available to her, but because the extended family was involved, they were able to arrange things so that they only needed part time child care. At ThirdPath, we believe that paid work represents something important in our lives, but we also all find joy and meaning in having real and significant time for our families and communities. That's not something that just professionals want; everyone wants it.

We also want to use this information to start building a public policy agenda that would mean real change for everybody. We believe there's a new way of doing things where everyone can work while also creating significant time for their lives outside of work.

Casey: So what is the takeaway for a public policy person?

DeGroot: For one, ensuring that there are high quality preschools and public schools would be a huge change. Furthermore, if you can create health benefits that are not connected to jobs or that don't disappear when you work part time, that would also have a huge impact. Another example is welfare reform. In the

1950's we said "Children need parents. Let's figure out a way to pay a parent to be home with her child." Then, in the 1990's we said "No, it's better if the parent works full time. That's the answer." Think about how much better things would have been if someone could have thought about an integrated approach, allowing parents to work and stay involved in the care of their children.

Casey: What about a takeaway for workplace practitioners?

DeGroot: Practitioners often get inspired by the stories ThirdPath shares with them, but then get discouraged they have a hard time translating what we have learned into action. They need to know that organizational change is a huge task and it is significant to just figure out the first small steps, such as finding pioneers within the organization and aligning with them. Once you find these pioneers, nine out of ten are motivated to help make more change happen. Find these potential change agents and help them make connections with others. Listen to their stories and learn from them. Build a group of people who have already made changes in order to balance their lives. Get the word out through newsletters and other venues. Their stories, their ideas and their energy will create the momentum for wider change.

Casey: Have you received any push-back from people who say that this is purely an upper and middle class issue and doesn't apply to working class families?

DeGroot: No, it is clear there is a lot of energy around our hourly wage workers project. We recently met with over eighty childcare workers at the annual conference of the Delaware Valley Association for the Education of Young Children. We thought this group would be a great resource for gathering stories from working class and working poor families who have developed a community of adults to share in the task of childcare. We had an amazing response; sixty-six of the participants signed up to be part of the on-going conversations we will be having in the months to come.

Of course, it's important to consider the full spectrum of families: professional families, working class families and working poor families. For families with especially limited resources, public policy is particularly needed to support their needs.

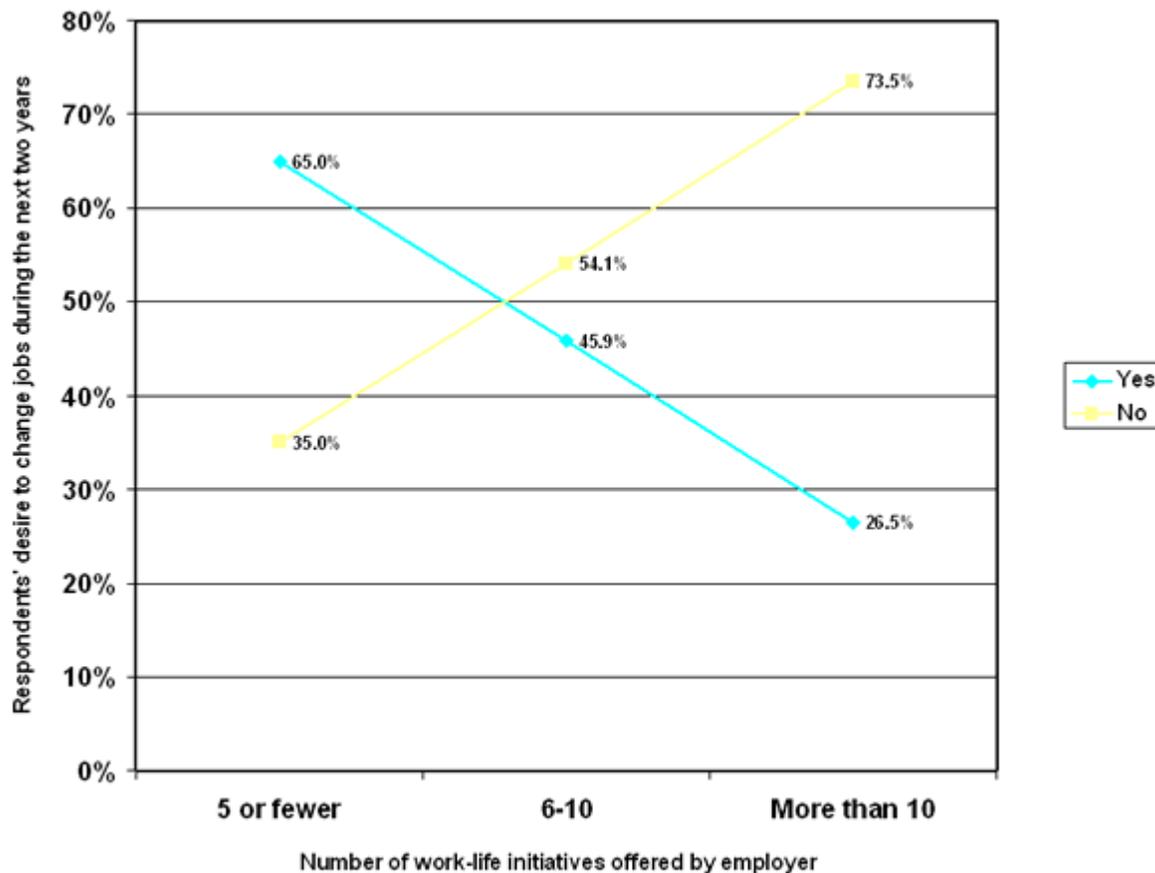
Casey: Is there anything else you'd like to add?

DeGroot: I'd like everyone who's interested in work-life to know that ThirdPath welcomes your involvement—we'd love to hear from researchers, practitioners and policy makers. Please do not hesitate to contact me if you'd like to get involved! Together we can change the world.

Visit ThirdPath's web site at: <http://www.thirdpath.org>.

To contact Jessica, please e-mail: jdegroot@thirdpath.org.

Interest in Changing Employers by Number of Work-Life Initiatives Offered by Employers as Reported by Supervised Attorneys



Source: Fortney, S.S. (2005). *In pursuit of attorney work-life balance: Best practices in management*. Retrieved June 5, 2006, from <http://www.nalp.org/>

Additional Resources Related to Attorneys, Managers and Work-Life Balance

Beyond the Billable Hour: “Beyond the Billable Hour is a free newsletter from Ellen Ostrow, a personal and career coach for women lawyers. Each issue focuses on work-life issues as they apply to attorneys; the entire archive is available online.”

- To access the newsletter, visit: <http://www.lawyerslifecoach.com>

Global Perspectives – Flexibility Ltd.: Being an E-Manager: Flexibility Ltd. is a British, non-profit organization “with the mission to extend the number of partners supporting its work and helping to raise awareness of the impact and benefits of flexible working.” This section of their web site offers tips for managers who are responsible for offsite workers.

- To access the site, visit: <http://www.flexibility.co.uk/flexwork/general/emanager.htm>.

How Legal Employers Assist Lawyers in Dealing with Work-Life Conflicts: This article details a 2005 national study by the National Association for Law Placement (NALP) that provides data “for understanding attorney struggles and employer strategies to assist attorneys in their pursuit of work-life balance.” Key findings are discussed. The entire 135-page report is available for purchase.

Project for Attorney Retention: “PAR began operations in 2000 with a grant from the Alfred P. Sloan Foundation to study part-time work at law firms in the District of Columbia and develop best practices recommendations. The report, *Balanced Hours*, was issued in 2001 and has been reprinted, cited, and quoted extensively. PAR also completed a study of work/life issues in corporate law departments. It issued its interim report, *Caveat Counselor*, in April 2003, and its final report and best practices recommendations, *Better on*

Balance?, in December 2003.”

- To access *Balanced Hours*: <http://www.pardc.org/Publications/BalancedHours.shtml>.
- To access *Better on Balance?*: <http://www.pardc.org/Publications/BetterOnBalance.shtml>.

U.S. Department of Justice Worklife Program: Worklife for Managers: “By allowing an employee to take advantage of a non-traditional work situation (such as a flexible or compressed work schedule, telecommuting, or job sharing), you are empowering that person and trusting the employee to do a good job. Such proposals should be decided on a case-by-case basis, because each job situation and employee is different—and because your style and preferences as a manager are important too. This Decision Toolkit can help you determine whether a proposed non-traditional work situation promises to be a productive one.”

- To access the site, visit: <http://www.usdoj.gov/jmd/ps/wlmanagers.html>.

The Sloan Foundation Corner

Work-Family Project

Workplace Flexibility 2010: Congressional Briefings

By Katie Corrigan, Co-Director of Workplace Flexibility 2010, Georgetown University Law Center



Katie Corrigan

Workplace Flexibility 2010 is an Alfred P. Sloan Foundation policy initiative located at Georgetown University Law Center. By 2010, we hope to develop consensus-based policy solutions on workplace flexibility that work for business and families. To get there, we are broadening the substantive policy conversation to include the full range of flexibility issues and we are expanding the constituency base interested in workplace flexibility on and off Capitol Hill.

Recently, in partnership with the New America Foundation’s Workforce and Family Program, we have convened bipartisan congressional briefings highlighting the importance of workplace flexibility as a policy issue and featuring several Sloan-sponsored researchers.

In May, Senator Lamar Alexander (R-TN) and Senator Hillary Rodham Clinton (D-NY) co-sponsored a briefing entitled Meeting the Needs of Today’s Families: The Role of Workplace Flexibility. Ellen Galinsky of the Families and Work Institute, Professor Barbara Schneider of Michigan State University, and Professor Phyllis Moen of the University of Minnesota presented data on how the mismatch between work and family impacts marital well-being, child rearing, and other caregiving and family responsibilities. Nina Madoo of Marriott explained why workplace flexibility is one part of the response. We had a great turnout—over 100 people were in the audience, including a range of constituency groups and congressional staff.

Last summer, the Chairman and Ranking Member of the Senate Special Committee on Aging, Senator Gordon Smith (R-OR) and Senator Herb Kohl (D-WI), co-sponsored a successful briefing for us on flexibility and older Americans. Leading academics presented the latest economic and demographic data driving the business need for older workers in the workforce; explained how industries are responding to workforce demands; and highlighted that flexibility is one of the key business practices that encourages recruitment and retention of this important segment of the workforce. Panelists included Kathleen Christensen, Professor Marcie Pitt Catsouphe and Professor Michael Smyer of Boston College, among others.

Next month, we’ll hold another bipartisan briefing on the importance of workplace flexibility for child development. Again, this briefing and others in the fall will be grounded in the research, establishing the need for workplace flexibility and explaining its relationship to a range of public policy issues.

To see the materials from the briefings go to the “News” section of our home page.

To keep up with workplace flexibility issues, sign up for our “News Roundup” on workplace flexibility; go to the left column of our home page at <http://www.workplaceflexibility2010.org>.

Announcements

Call for Papers and Proposals

Teaching Work and Family: An American Sociological Association Resource Manual, Co-Editors: Stephen Sweet, Ithaca College and Marcie Pitt-Catsouphes, Boston College

Deadline for Submission: July 1, 2006

An increasing amount of curricular content is being devoted to the ways work and family roles intersect, as well as the synergistic and reciprocating dynamics that link workplace and family functioning. We seek articles and notes that detail challenges and strategies of teaching work-family, as well as course syllabi, assignments, classroom activities, and film discussion ideas. Recommendations of articles to reprint are also welcomed. Submit materials (via e-mail in MS Word format) to Stephen Sweet, ssweet@ithaca.edu. This project is funded by a grant from the Alfred P. Sloan Foundation.

Special Issue: Gender, Work and Organization

Theme: "Women and Men in Management: Issues for the 21st Century"

Deadline for Submission: September 30, 2006

Possible subjects include: "The gender structuring of management and organisations; issues in managerial career development; leadership issues; the role of gender in the way managers conduct themselves; gender mainstreaming, and the presence, absence and development of policies (formal and informal) on gender; alternative forms of working at managerial levels; international comparisons of women and men in management; managerial diversity and employment; managerial cultures." Please submit papers of approximately 7,000 words, and include a summary and three to five keywords.

Visit for more information: <http://www.blackwellpublishing.com/journal.asp?ref=0968-6673>.

To submit papers, e-mail Adelina Broadbridge at: a.m.broadbridge@stir.ac.uk.

 **Global Perspectives - Call for Papers and Stream Leaders: Gender, Work and Organization 5th International Interdisciplinary Conference**

Deadline for Submission: July 1, 2006 (stream leaders) and November 1, 2006 (papers)

The conference will take place at Keele University, Stratfordshire, England on June 27th-29th, 2007. Possible topics include: "The concept of 'career', gender and friendship, professionalism and professional identity, feminist theory, methodology, ethics and organizations, colonialism in organizations, complexity and diversity in the workplace, sexualities in organization, men and masculinities, identity and subjectivity, power and resistance, home/tele working, gender and technologies, alternative organization, management, managers and management practice, eroticism and embodiment, romance, love and organization, new managerialism, harassment and discrimination, race and ethnicity, social exclusion, intimacy and organization." Please submit stream leader proposals of no more than 1500 words or paper abstracts of no more than 500 words.

Visit for more information: <http://www.blackwellpublishing.com/journal.asp?ref=0968-6673>.

To submit proposals and papers, e-mail Deborah Kerfoot at: mna23@keele.ac.uk.

Conference Announcements

Society for Human Resource Management (SHRM) Annual Conference and Exposition

Where: Convention Center, Washington, DC – When: June 25-28, 2006

Visit for more information: <http://www.shrm.org/conferences/annual/>.

Employer-Sponsored Child Care as a Strategic Business Resource

Where: Free online webinar – When: June 28, 2006, 1:00 PM

 **Global Perspectives - Socially Responsive, Socially Responsible Approaches to Employment and Work**

Co-hosted by the Australian Centre for Research in Employment and Work (ACREW), Monash University, Australia and the Department of Management, Kings College London.

Where: Monash University, Prato Centre, Tuscany, Italy – When: July 1-4, 2006

For more information, visit the ACREW website at <http://www.monash.edu.au/>

 **Global Perspectives –International Association for Feminist Economics (IAFFE): 15th Annual Conference**

Where: University of Sydney, Sydney, Australia – When: July 7-9, 2006

 **Global Perspectives – International Conference on Interdisciplinary Social Sciences**

Theme: “Interdisciplinary Perspectives on Gender”

Where: University of the Aegean, Island of Rhodes, Greece – When: July 18-21, 2006

Visit for more information: <http://socialsciencesconference.com/>.

 **Global Perspectives - International Sociological Association World Congress of Sociology**

Theme: “The Quality of Social Existence in a Globalising World”

Where: Durban, South Africa – When: July 23-29, 2006

Visit for more information: <http://www.ucm.es/info/isa/congress2006/>.

Conference Board: Corporate Community Involvement Conference

Theme: “Connecting to the Business”

Where: Marriott at Metro Center, Washington, DC – When: July 26-28, 2006

Visit for more information: <http://www.conference-board.org/conferences/conference.cfm?id=1196>.

American Psychological Association: 2006 Convention

Where: New Orleans, LA – When: August 10-13, 2006

Visit for more information: <http://www.apa.org/convention06/>.

101st Annual Meeting of the American Sociological Association

Theme: “Great Divides: Transgressing Boundaries”

Where: Montreal, Canada – When: August 11-14, 2006

Visit for more information: <http://www.asanet.org/page.wv?section=Meetings&name=Convention+Home>.

Visit for information from the Organizations, Occupations and Work section:

http://www.northpark.edu/sociology/ooow/calls_for_papers/annual.htm.

Academy of Management Annual Meeting

Theme: “Knowledge, Action and the Public Concern”

Where: Atlanta, GA – When: August 11-16, 2006

Visit for more information: <http://meetings.aonline.org/2006/>.

 **Global Perspectives - 11th Annual Conference of the International Telework Academy**

Theme: “E-Networks in an Increasingly Volatile World”

Where: Fredericton, New Brunswick, Canada – When: August 28-31, 2006

For more information, visit: <http://www.unb.ca/conferences/enetworks>.

19th Annual Benefits Management Forum and Expo

Where: Hyatt Regency Chicago, Chicago, IL – When: September 17-19, 2006

For more information, visit: <http://www.sourcemediaconferences.com/conferences/BMFE06/index.html>.

 **Global Perspectives – Conference Board: 7th European Work-Life and Diversity Conference**

Theme: “Solving Europe’s Productivity Puzzle: What Role for Work-Life and Diversity?”

Where: Radisson SAS Hotel, Berlin, Germany – When: October 19-20, 2006

For more information, visit: <http://www.conference-board.org/conferences/conference.cfm?id=1193>.

2006 National Council on Family Relations (NCFR) Annual Conference

Where: Hyatt Regency, Minneapolis, MN – When: November 8-11, 2006

For more information, visit: http://www.ncfr.org/conference_info/index.asp.

Conference Board: 7th European Work-Life and Diversity Conference

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Where: Radisson SAS Hotel, Berlin, Germany – When: October 19-20, 2006

For more information, visit: <http://www.conference-board.org/conferences/conference.cfm?id=1193>.

 **Global Perspectives – Community, Work and Family: Second International Conference**

Where: Lisbon, Portugal – When: April 12-14, 2007

For more information, contact Maria Das Dores Guerreiro at maria.guerreiro@iscte.pe.

Literature Updates

Each month, we select up to ten publications that have recently been entered into the database.

The Sloan Work and Family Research Network maintains an online database which contains the citations and annotations of work-family research publications.

A year ago, there were approximately 6,480 citations in the Literature Database. As of June 2006, we now have over 7,500 citations.

[Visit](#) for a direct link to the Sloan Literature Update articles in the Literature Database.

To Bookmark a direct link to the Literature Database, please [visit](#).

This month, seven of the publications we have selected for this issue of *The Network News* are publications relevant to the topic of leadership and work-life balance.

 **Global Perspectives - Bingham, J.B., Boswell, W.R., Boudreau, J.W. (2005). Job demands and job search among high-level managers in the United States and Europe. *Group & Organizational Management*, 30(6), 653-681.**

This study expands upon past research on the job demands of high level managers by looking at the influence of job demands on managers' decisions to search for a new job and, ultimately, to stay at or leave an organization. The authors surveyed 1,377 American managers and 1,871 European managers on their job search activities and level and type of job demands. Findings indicate that managers may attempt to remove themselves from jobs in which demands are constraining, but are likely to see developmental demands as beneficial. Job satisfaction appears to have a mediating effect on job search behavior.

 **Global Perspectives - Burke, R.J., Richardsen, A.M., & Martinussen, M. (2004). Workaholism among Norwegian senior managers: New research directions. *International Journal of Management*, 21(4), 415-426.**

This paper uses a sample of 171 Norwegian construction company owners and senior managers to examine different types of workaholics and their levels of work conflict, work support, Type A behaviors and burnout. Findings do not support the proposed relationship between workaholism, conflict, and levels of social support; Type A behavior and burnout measures were supported as expected. The importance of empirical as well as international research on this topic is discussed.

 **Global Perspectives - Drew, E. & Murtagh, E.M. (2005). Work/life balance: Senior management champions or laggards? *Women in Management Review*, 20(4), 262-278.**

This organizational case study explores the views of female and male senior managers on issues that hamper work-life balance (WLB), including the lack of support and practice of flexible working, and pinpoints strategies that will redress these issues in an Irish company. An initial organization-wide on-line survey identifies the lack of a WLB culture as a major barrier in senior management career progression, especially for female manager. The paper draws on quantitative and qualitative data from a mixed-method approach using on-line questionnaires, interviews, and focus groups with senior managers. The findings show that the demographics of male and female managers differ and that female senior managers are more likely to be younger, single or cohabiting, and without children or to have one child compared with their male colleagues. Both groups perceive flexible working arrangements to adversely impact their career or promotion prospects, due to the

strong long working hours culture within the organization. Senior managers feel pressured to make sacrifices by forgoing flexitime and accepting a contract that reduced rather than extended their annual leave entitlement. The paper also considers a number of strategies to promote WLB. The authors highlight the need for leadership from the top to establish not only policies but also good WLB practice and to demonstrate its acceptance without penalty for all employees, including senior managers. Annotated by Uracha Chatrakul Na Ayudhya, Doctoral Researcher, Manchester Metropolitan University, United Kingdom.

Friedman, S.D. (2006). Learning to lead in all domains of life. *American Behavioral Scientist*, 49(9), 1270-1297.

This article discusses "total leadership," a concept that aspires to improve business results by teaching participants to lead in ways that successfully integrate work, home, community and self. The author discusses the importance of three key capacities (authenticity, integrity, and creativity) and offers examples of changes in leadership identity for several participants.

 **Global Perspectives - Kasper, H., Meyer, M. & Schmidt, A. (2005). Managers dealing with work-family conflict: An explorative analysis. *Journal of Managerial Psychology*, 20(5), 440-461.**

The authors interviewed thirty Austrian managers from the upper and highest levels of organizational hierarchies to examine different strategies for coping with work-life conflict. Findings reveal three different prototypes of dealing with work-family conflict. The authors discuss the characteristics of each prototype along with recommendations for future research.

Killian, C.M., Hukai, D. & McCarty, C.E. (2005). Building diversity in the pipeline to corporate leadership. *Journal of Management Development*, 24(2), 155-168.

This paper examines the methods that have proved successful in removing barriers to the success of women and minorities in corporate organizations. Authors discuss the importance of organizational acceptance, manager accountability, training and education on gender and race equality, and criticisms of diversity efforts. Findings indicate that the creation of a business care for workplace diversity is important, but a sense of social responsibility that eliminates stereotypes and inequities because it's the "right thing to do" may be equally important in the quest to change organizational culture and individual behaviors.

Wilcox, M. & Rush, S. (Eds.). (2004). *The CCL guide to leadership in action: How managers and organizations can improve the practice of leadership*. San Francisco, CA: Jossey-Bass.

Table of Contents: Skills for leaders -- How to deal with change -- How to work across cultures -- Feedback and coaching -- Striking a balance -- What is leadership development? -- Creating the leadership pipeline -- The leadership context is diversity -- Creating teams that work -- The long view for organizational success.

The following list is a selection of some of our most recent additions to the Literature Database.

Caven, V. (2006). Choice, diversity and 'false consciousness' in women's careers. *International Journal of Training and Development*, 10(1), 41-54.

This paper explores the assumptions presented within some literature on women's careers that women are victims of the patriarchal systems or gender bias rather than capable of making decisions about their careers based on personal preference and choice. The author argues that these assumptions are held by researchers but not their subjects. She conducted interviews with 37 female architects, with the main emphasis on women who have adapted their careers to allow for care-taking or non-work activities such as politics or community work. Findings indicate that the interviewees define career success as the ability to successfully balance work and family rather than as an upward, linear progression within their organizations.

Raymo, J.M. & Sweeney, M.M. (2006). Work-family conflict and retirement practices. *Journal of Gerontology: Social Sciences*, 61B(3), S161-S169.

The authors examined the relationships between retirement preferences and perceived levels of work-family conflict. The study's sample consisted of 4,106 respondents to the 1992 Wisconsin Longitudinal Study between the ages of 52 and 54. Findings provide direct evidence of the role played by work-family conflict in the retirement process; this conflict was positively related to preferences for full and partial retirement. Work-family conflict did not mediate relationships between work- and family-related stress and retirement preferences, nor was there evidence of gender differences in the association.

 **Global Perspectives - Roos, E., Lahelma, E. & Rahkonen, O. (2006). Work-family conflicts and drinking behaviours among employed women and men. *Drug and Alcohol Dependence*, 83(1), 49-56.**

This report investigates the effect of work-family conflict on drinking behaviors among men and women and explores whether family structure and socio-economic status affect the relationship. Questionnaires were

distributed through the mail to Finnish municipal employees between the ages of 40 and 60; 4,228 women and 1,043 men participated with a response rate of 66%. Findings indicate that work-family conflict is strongly related to problem drinking among women and men and heavy drinking among women. Family structure and socio-economic status did not affect the relationship between work-family conflict and heavy drinking among women, but strengthened slightly the association between work-family conflict and problem drinking for both women and men.

Upcoming Issues

Take Part in The Network News

Upcoming issues of *The Network News* will focus on the following topics:

- The Balancing Act: Legislation to Help America's Working Families
- The Annual International Issue
- Explaining the Gender Gap in Help to Parents: The Importance of Employment

Is your work related to any of these topics? If so, please [contact us](#).

The Sloan Work and Family Research Network appreciates the extensive support we have received from the Alfred P. Sloan Foundation and the Boston College community.



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