

Mastering the Art of a Flexible Culture

How Do the *100 Best* Do It?

Headline:

Flexible work is the 'new normal'
95% their *standard* way of doing business

Flexible work is broadly defined:
formal, informal, career, climate

2009 WMM 100 Best Application data

WHY a Flexible Culture?

A strategic business imperative:

- ◆ For 94% is essential to business strategy
– more than an employee accommodation

Flex is part of:

- ◆ sustainability/environmental strategies (86%)
- ◆ facilities planning (74%)
- ◆ disaster planning (75%)

HOW Flex is Embedded

Integrate it into business processes

- ◆ hiring (98%)
- ◆ diversity (91%)
- ◆ leadership development (90%)
- ◆ training (87%)

No Longer a 'Private Deal'

At the *100 Best*

- ◆ Leaders promote flex /use it (98%)
- ◆ Flex is featured in corporate objectives, vision/values (87%).
- ◆ Flex is explicit in employment brand
 - ◆ externally (95%) internally (91%)

Emerging Practices

Taking Flex to the Next Level

Manager Rewards/Accountability

- ◆ 23% managers' compensation -- if promote flex
- ◆ 48% evaluate/reward/select managers -- if support flex

Use of New Technologies

- ◆ 98% have tech systems that facilitate flex work
- ◆ 72% have systems for consistent/fair implementation
- ◆ 53% use technology tools to handle flexibility requests
- ◆ 55% track flex use with technology

Impact Metrics

- ◆ 50% measure impact on business performance
- ◆ 72% measure impact on talent goals

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Download the full report at
workingmother.com

Boston College Center for Work & Family

- ◆ **Founded in 1990 - Primary goal is to bridge academic research and corporate practice**
- ◆ **100 members, 4 million employees**
- ◆ **Recent research areas:**
 - ◆ **Global W-L Series (China, India, Brazil, Russia, etc.), Fatherhood, Implementing Flexibility, Protean Careers**
 - ◆ **A Woman's Nation (The Shriver Report)**
 - ◆ **Status report on state of women in America**
 - ◆ **Chapters on government, healthcare, education, religion, the media, and business**

A Woman's Nation: Women in Business Key Points

- ◆ The chapter frames challenge from talent management perspective
- ◆ Working women face maternal walls
- ◆ Working women have made progress in America in numbers but ...
- ◆ They are still operating in a man's world and subject to those cultures
- ◆ Major fixes cost nothing, they increase productivity and profits
- ◆ We need multi-faceted approach to resolve the persistent problems ... and now would be a good time to address once and for all

Talent management perspective

- ◆ Women will very soon make up majority of US workforce
- ◆ In the recession men are losing jobs at rate of almost 3-1 vs. women
- ◆ In 2008, 39.3% of mothers were primary breadwinners in families (either single parent or earn more than spouse)
- ◆ In the top 20% of family earners, 30.1% of wives out-earned their partner
- ◆ Of 15 jobs that have greatest growth rates in next decade, all but 3 (custodians, post-secondary teachers, and engineers) are dominated by women (Heather Boushey, 2009)

Talent management perspective

- ◆ In the United States, women now earn:
 - ◆ 62% of associates degrees
 - ◆ 57% of bachelor's degrees
 - ◆ 60% of master's degrees
 - ◆ 50% of professional degrees
 - ◆ Just under 50% of PhD's
- ◆ Numbers up dramatically since 1970 when women earned < 10% of professional degrees & PhD's (Mary Ann Mason, UC Berkley, 2009)
- ◆ Bad news is women earn only 20% of degrees in engineering & science (NSF, 2009)
- ◆ So it's obvious where the talent is...

Glass ceiling vs. Maternal walls

- ◆ Single women (esp. new grads) doing well compared to their male counterparts
- ◆ Children enter = the picture changes
- ◆ Men's time in care giving & domestic tasks has doubled in last 40 years – Good!
- ◆ But it is still only half what women invest – 16 hours vs. 32 – **Not good!** (Bianchi, 2009)
- ◆ Wage gaps – Mothers earn 15% less than men and single mothers earn 40% less
- ◆ And mothers are seen as less committed, less competent, and less promotable (Correll, Benard, & Paik, Kanter Award winner, 2007)

Progress but still a man's world

- ◆ 38% of women are now in professional and managerial positions
- ◆ But most common jobs still admin assist, nurses, teachers, cashiers, retail sales, waitresses, bookkeepers (Boushey, 2009)
- ◆ 3% of Fortune 1000 CEO's are women (Harrington & Ladge, 2009)
- ◆ 85% of directors are men (Catalyst 2009)
- ◆ Women must continue to adapt to male-oriented workplaces, face exclusion from networks, lack mentors, & adopt dominant leadership style or not fit the norm

Fixes are cost beneficial

- ◆ We know that the major fix is greater flexibility which studies show:
 - ◆ Makes company employer of choice
 - ◆ Increases loyalty and engagement
 - ◆ Increases productivity
 - ◆ Reduces absenteeism and turnover
 - ◆ Lowers real-estate costs
 - ◆ Can lower labor costs in recession
 - ◆ Improves health outcomes

(Families and Work, Boston College Center for Work & Family, Corporate Voices, etc.)

A multi-faceted fix ...NOW!

- ◆ We need a multi-stakeholder fix
- ◆ Government needs to: address healthcare and flexibility as rights, not privileges
- ◆ Human Resources: need to highlight the talent management position and implement policies
- ◆ Line Managers: need to be educated about the benefits of flex and the need for more customized career paths
- ◆ Individuals: Own the issue!
 - ◆ Universities educate students to manage their careers and integrate work-life
 - ◆ Employers should be doing the same

(Harrington, 2007)



THE HEALTH OF THE AMERICAN WORKFORCE

Ellen Galinsky

Working Mother Congress

October, 2009



BACKGROUND

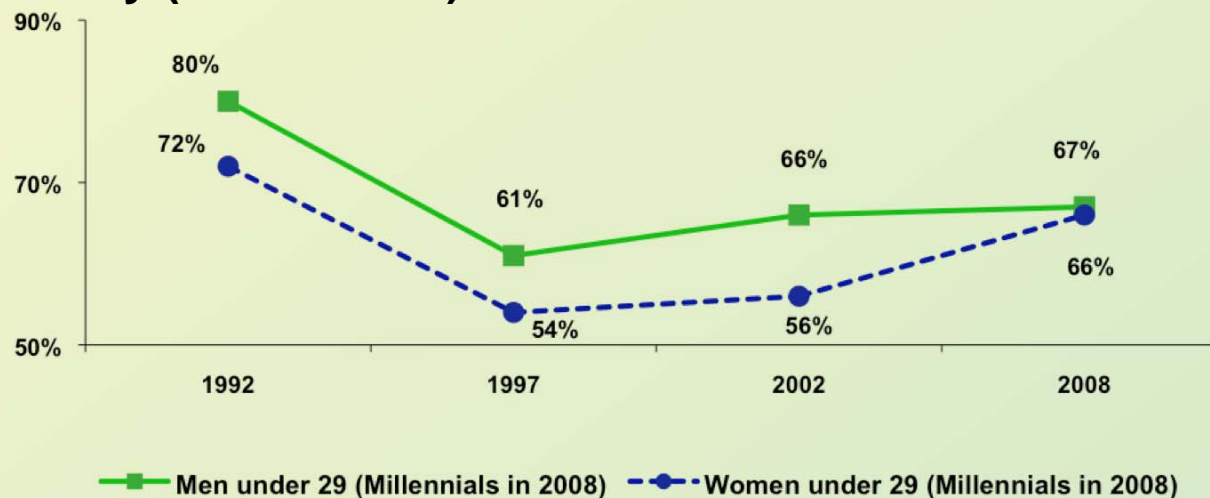
The Demographics of the U.S. Workforce Have Changed from 1977 to 2008

- There are more employees age 40 and older – up from 39% in 1977 to 68% in 2008
- There are more people of color – up from 12% in 1977 to 21% in 2008; among employees under age 29, the percentage of people of color increased from 13% in 1977 to 39% in 2008
- There are more dual-earner couples – up from 66% in 1977 to 79% in 2008

Sources: 1977 QES, 2008 NSCW, FWI

For the First Time, Young Women and Young Men Don't Differ in Their Desire for Jobs with More Responsibility

Young men's and women's desire to have jobs with greater responsibility (1992 – 2008)



Statistically significant differences between men and women: 1992 **; 1997 *; 2002 **; 2008 ns
Statistical significance: *** = $p < .001$, ** = $p < .01$, * = $p < .05$, ns = not significant

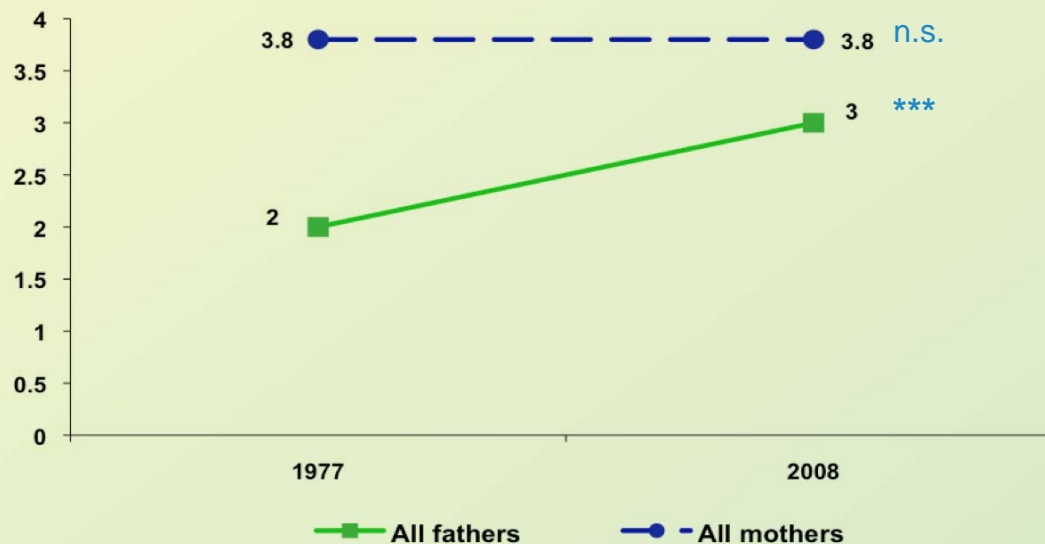
Sources: 1992, 1997, 2002, 2008 National Study of the Changing Workforce (NSCW), Families and Work Institute (FWI)

Women in Dual-Earner Couples Are Contributing More to Family Income

- In 2008, employed women in dual-earner couples contributed an average of 44% of family income, up from 39% in 1997
- In 2008, just more than one in four (26%) of women in dual-earner couples had annual earnings at least 10 percentage points higher than their spouses/partners compared with 15% in 1997

Men's Roles and Behaviors at Home Are Changing Too

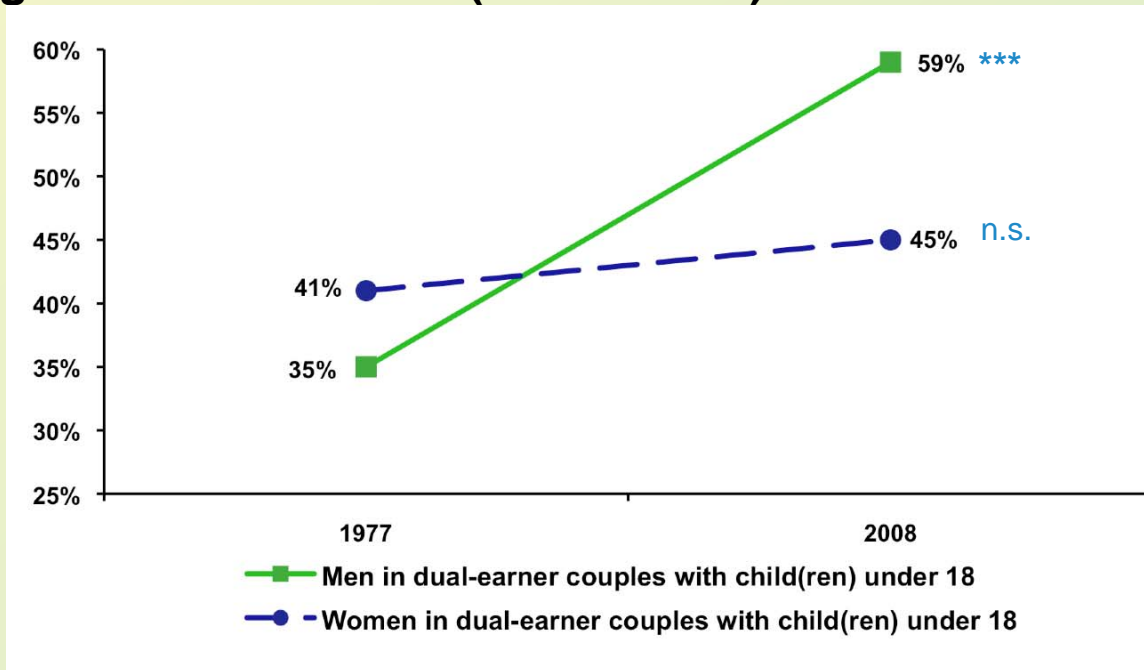
Over the past three decades, mother's time with children under 13 has remained the same — 3.8 hours, while father's time has increased from 2 hours to 3 hours (1977 – 2008)



Statistically significant differences between mothers and fathers: 1977 ***; 2008 ***

Fathers Are Now Experiencing More Work-Life Conflict than Mothers

Percentage of Fathers and Mothers in Dual-Earner Couples Reporting Work-Life Conflict (1977 – 2008)



Statistically significant differences between men and women in dual-earner couples with children under 18:
1977 ns; 2008 ***

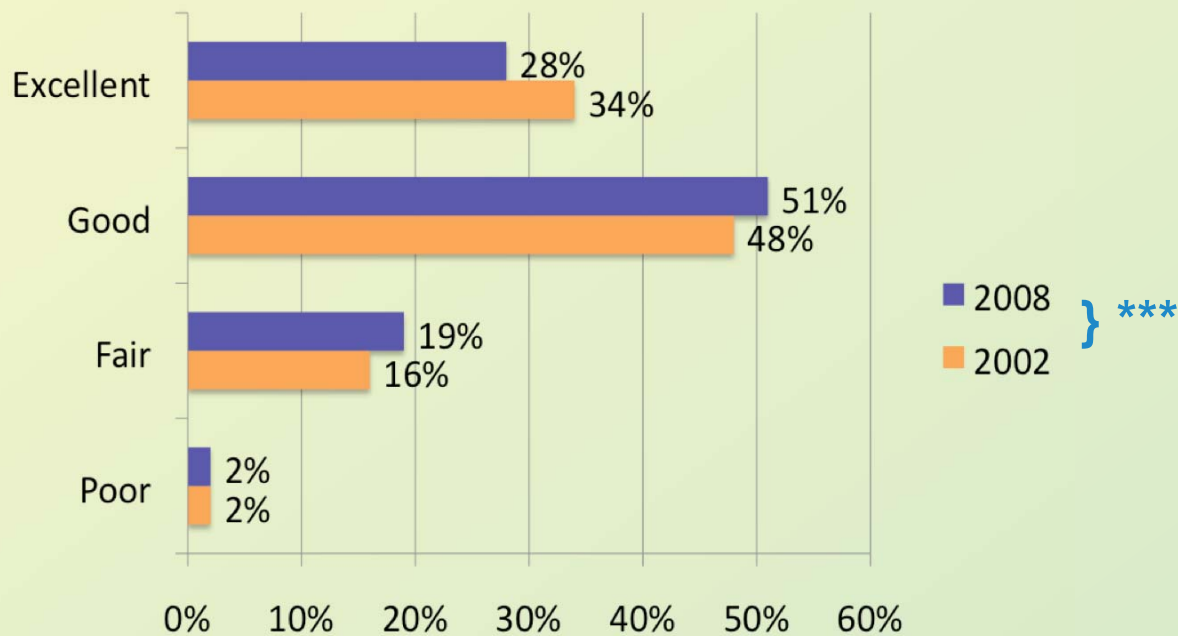


The Health of U.S. Employees Has Declined

Finding

28% of Employees in 2008 Say Their Overall Health Is “Excellent” — a Significant Decline of 6% Since 2002

Current State of Overall Health (self-reported)

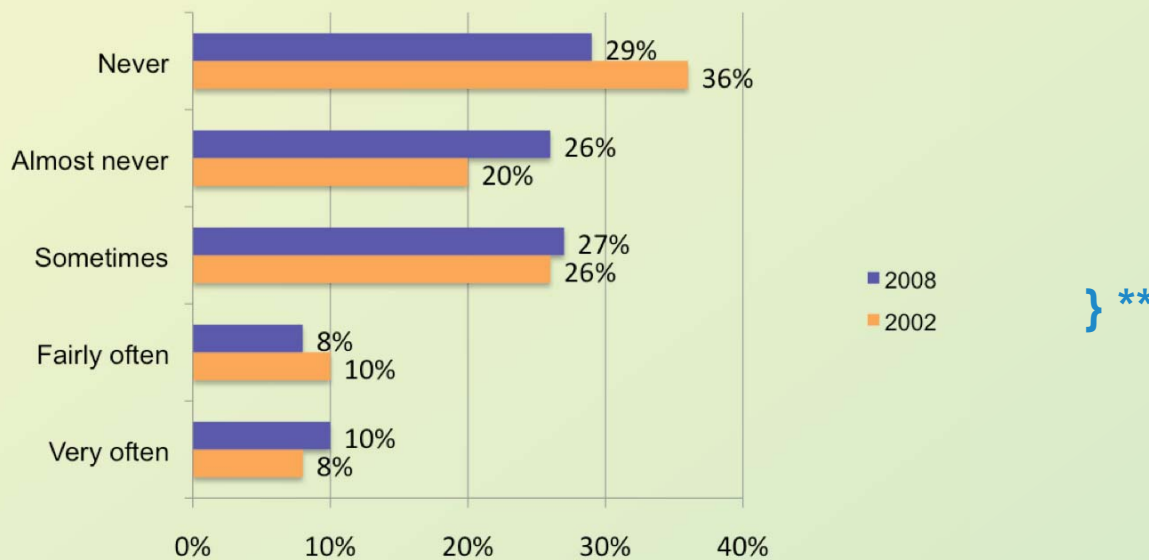


Source: 2002, 2008 NSCW; statistically significant differences between sample years are denoted as * ($p < .05$), ** ($p < .01$), *** ($p < .001$), n.s. (not statistically significant)

Finding

Fewer Employees *Never* Experience Minor Health Problems — Such as Headaches, Upset Stomachs or Insomnia — in 2008 (29%) than in 2002 (36%)

Frequency of Minor Health Problems



Source: 2002, 2008 NSCW; statistically significant differences between sample years are denoted as * ($p < .05$), ** ($p < .01$), *** ($p < .001$), n.s. (not statistically significant)

Finding

A Closer look at the Lifestyles of American Employees Reveals That There Is Room for Improvement

- One in four employees smokes
- Nearly half of U.S. employees (49%) have not engaged in regular physical exercise in the last 30 days

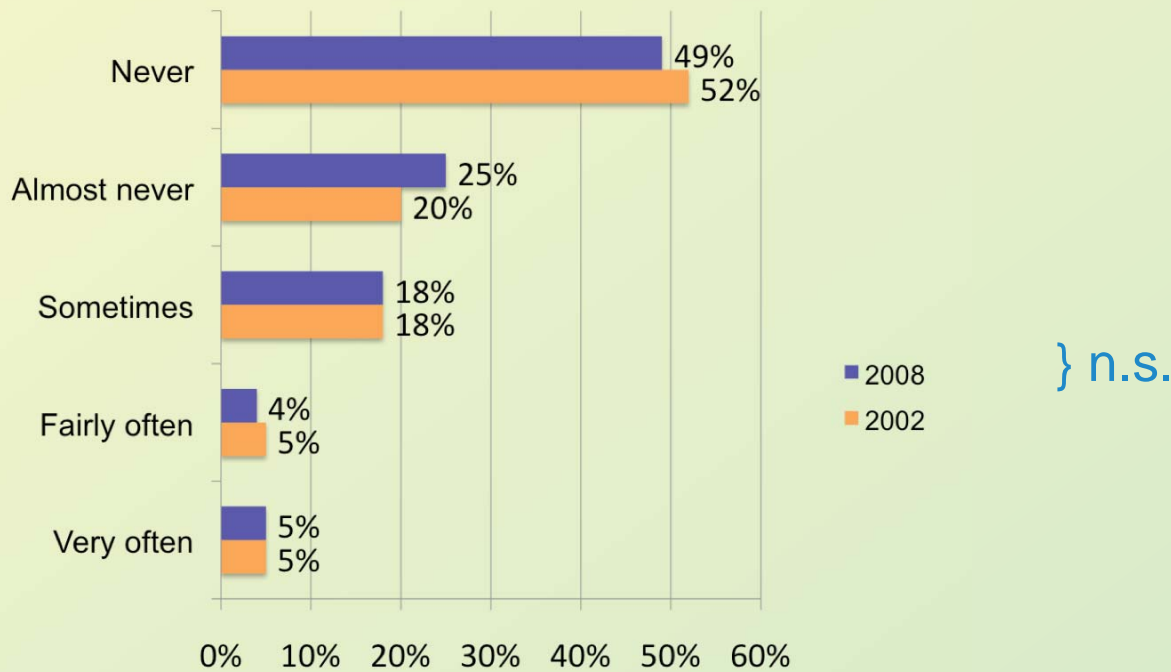
On how many different occasions did you do vigorous physical exercise during the past 30 days?

0 times	22%
1-7 times	27%
8-16 times	27%
More than 16 times	24%

Finding

28% of the American workforce have sleep problems at least *sometimes*

Frequency of sleep problems affecting job performance in last month



Source: 2002, 2008 NSCW; statistically significant differences between sample years are denoted as * (p<.05), ** (p<.01), *** (p<.001), n.s. (not statistically significant)

Finding

Stress Levels Are Rising

The National Study of the Changing Workforce includes a five-item standardized measure of perceived stress that has been linked to physical health problems in other research. The questions are:

In the *last month*, how often have you felt...

- nervous and stressed?
- that you were unable to control the important things in your life?
- confident about your ability to handle your personal problems?
- that things were going your way?
- that difficulties were piling up so high that you could not overcome them?

41% of employees report experiencing three or more indicators of stress *sometimes, often or very often* — an increase since 2002 — and something that children note

Finding

The Downward Trend in Employee Health Over the Last Six Years Cannot Be Explained by Age — Other Factors Make a Difference

The health of older employees (age 30 and older) has not changed more than that of their younger colleagues (under 30) — while employees of other demographic groups have experienced significant declines over this time period

Men have experienced more significant declines in the last six years than women and as a result, the gap between men and women is narrowing with respect to their physical and mental health and well-being



An Effective Workplace Can Make a Difference

What Is an Effective Workplace?

Job Challenge and Learning

- My job lets me use my skills and abilities.
- The work I do is meaningful to me.
- My job requires that I be creative.
- I get to do different things on my job.
- My job requires that I keep learning new things.

Autonomy

- I have a lot of say about what happens on my job.
- I have the freedom to decide what I do on my job.
- I can be myself on my job.

Work-Life Fit

- My supervisor cares about the effect of work on my personal/family life.
- My supervisor is responsive when I have personal/family business.
- I have the co-worker support I need to successfully manage my work and family life.
- I have the schedule flexibility I need to successfully manage my work and family life.
- My work schedule/shift meets my needs.

Supervisor Task Support

- My supervisor is supportive when I have a work problem.
- My supervisor recognizes when I do a good job.
- My supervisor keeps me informed of things I need to know to do my job well.

Climate of Respect and Trust

- I trust what our managers say.
- My managers deal ethically with employees and clients.
- My managers seek information and new ideas from employees.

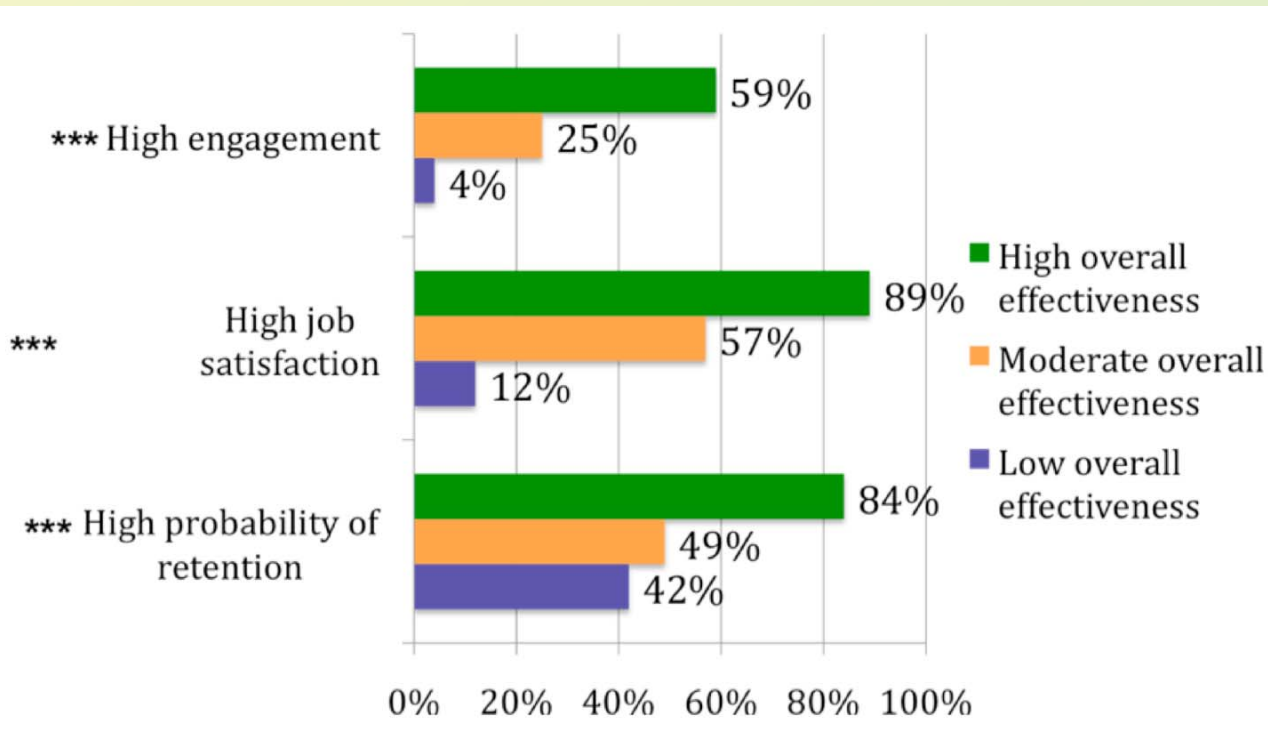
Economic Security

- I am satisfied with my earnings from my job.
- I am satisfied with my benefits from my job.
- I am satisfied with my opportunities for career advancement.

Finding

Employees in Effective Workplace Have Better Work Outcomes

Relationships varying levels of overall workplace effectiveness and positive work outcomes

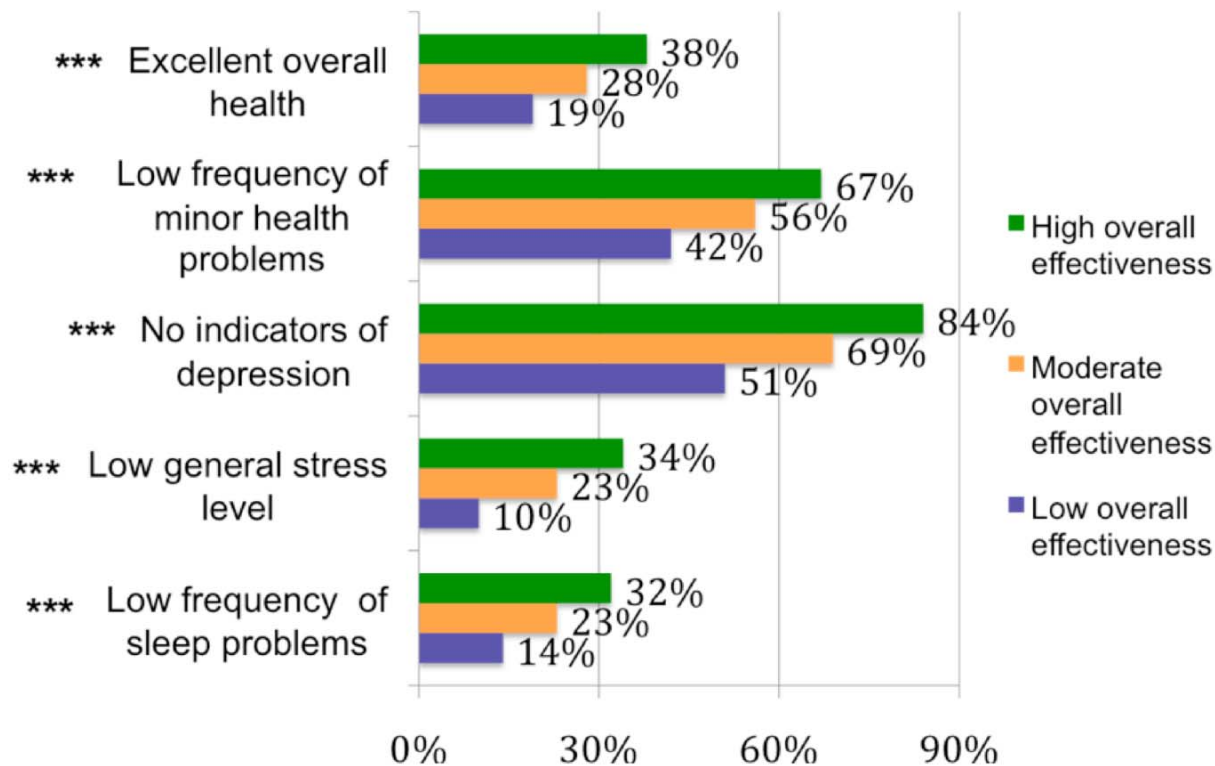


Source: Families and Work Institute. 2008 NSCW (N=1,952 to 2,296); statistically significant differences are denoted as * (p<.05), ** (p<.01), *** (p<.001), n.s. (not statistically significant).

Finding

Employees in Effective Workplaces Have Better Health and Well-being Outcomes

Relationships between overall effectiveness and positive health outcomes



Source: Families and Work Institute. 2008 NSCW (N=2,243 to 2,295); statistically significant differences are denoted as * (p<.05), ** (p<.01), *** (p<.001), n.s. (not statistically significant).

Finding

Some Aspects of an Effective Workplace Are More Important than Others in Affecting Health and Well-being Outcomes

Effective workplace dimensions significantly predicting health outcomes rank-ordered by relative importance

Better overall health	Less frequent minor health problems	Fewer signs of depression	Less frequent sleep problems	Lower stress level
1. Economic Security	1. Economic Security	1. Economic Security	1. Economic Security	1. Economic Security
2. Work-Life Fit	2. Autonomy	2. Autonomy	2. Work-Life Fit	2. Work-Life Fit
	3. Work-Life Fit	3. Work-Life Fit	3. Autonomy	3. Autonomy
	4. Job Challenge and Learning		4. Job Challenge and Learning	4. Supervisor Task Support

Source: Families and Work Institute. 2008
 NSCW (N=2,471 to 2,769).



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