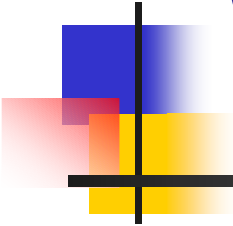


Getting Serious About Work- Life Balance: Managing a Changing Workforce



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Outline

- Where are we now?
- Understanding the generations
- Impact of generational differences
- Implications



Why you need to pay attention to management of your people?

- For decades organizations have talked about the importance of their people but not managed accordingly
- These days are over – why?
- Globally we are moving from a “buyers” labour market where there were more good employees than good jobs to a “sellers” market



Why a Labour Force Shortage?

- Birth Rates Declining Throughout the World
 - Canada's Birth rate is below replacement levels
 - "Revolution in Fertility"
- Population is aging
- Many countries have inverted population pyramid
- Age at which people are taking retirement has fallen
- People are staying in school longer (or returning)
- Increasing skill-intensity of employment
- Greater international competition for labour



Impact on Organizations

- These demographic changes will have profound impacts on how organizations
- Human resource management will become a critical success factor as companies have to focus on
 - Recruitment
 - Retention of employees of all ages
 - Succession planning
 - Work-life balance
 - Career Development
- My aim in this talk is to get you thinking about these issues

Why do we need to be aware of generational differences?



- What is a generation? And why do they arise?
 - Not defined by time
 - Rather, people are defined by the “watershed” events and conditions that they were exposed to as they grew up
 - These common influences shape their attitudes which in turn influences what motivates them



Why do we need to be aware of generational differences?

- We are in an unusual circumstances right now because we have four generations in the workforce at the same time
 - People are living long
 - Shorter time span between generations
 - Workers are staying in the workforce or re-entering the workforce after reach traditional retirement age



Demographics 101

- Demographics 101
 - The war, return of the veterans
 - The Veterans (born just before or during WWII – 59 +)
 - The Baby Boom (1947 to 1964)
 - The Baby Bust (Generation X) (1961 to 1972)
 - The Echo Boomers (Nexus) (1972 to 1990)
 - 42% the size of the boomer cohort



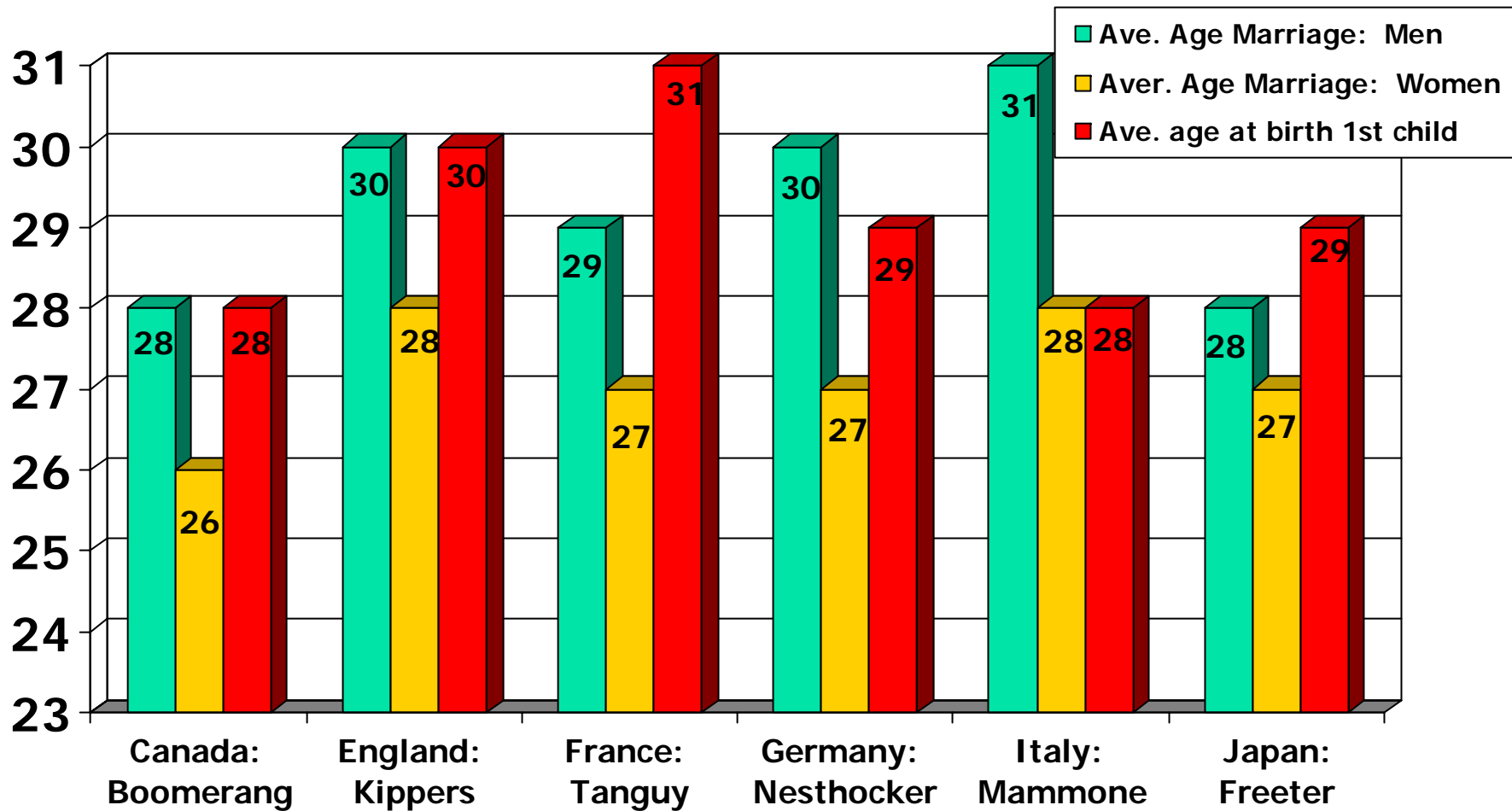
Why do we need to be aware of generational differences?

Recruitment and Retention

- Need to understand key generational differences in order to both attract and keep good employees
 - The blessed, the stressed and the ignored
- Need to understand:
 - What employees want from a job
 - What employees want from their boss
 - What they will do if their organization or their boss “does not deliver”

The Twixter: Not Just a Canadian Phenomena

Time Magazine, Jan, 2005





Managing Diversity

Generational Differences

New Model

- Free agency
- Autonomy and independence
- Action and results
- Challenge, risk and innovation
- Work-life balance

Old Model

- Loyalty to institution
- Rank, hierarchy and following rules
- System and process
- Safety, security, don't rock the boat
- Career and advancement



Flexible Benefits and Rewards Key In Today's Environment

- Retention Bundles:
 - Career development strategy
 - Remuneration strategy
 - Lifestyle strategy (flexible work arrangements)
 - Job flexibility strategies (telework, job share)
 - High roller strategy (international travel, share offers)
 - Body and Mind strategies (gym membership, life insurance)
- Cafeteria benefits a MUST

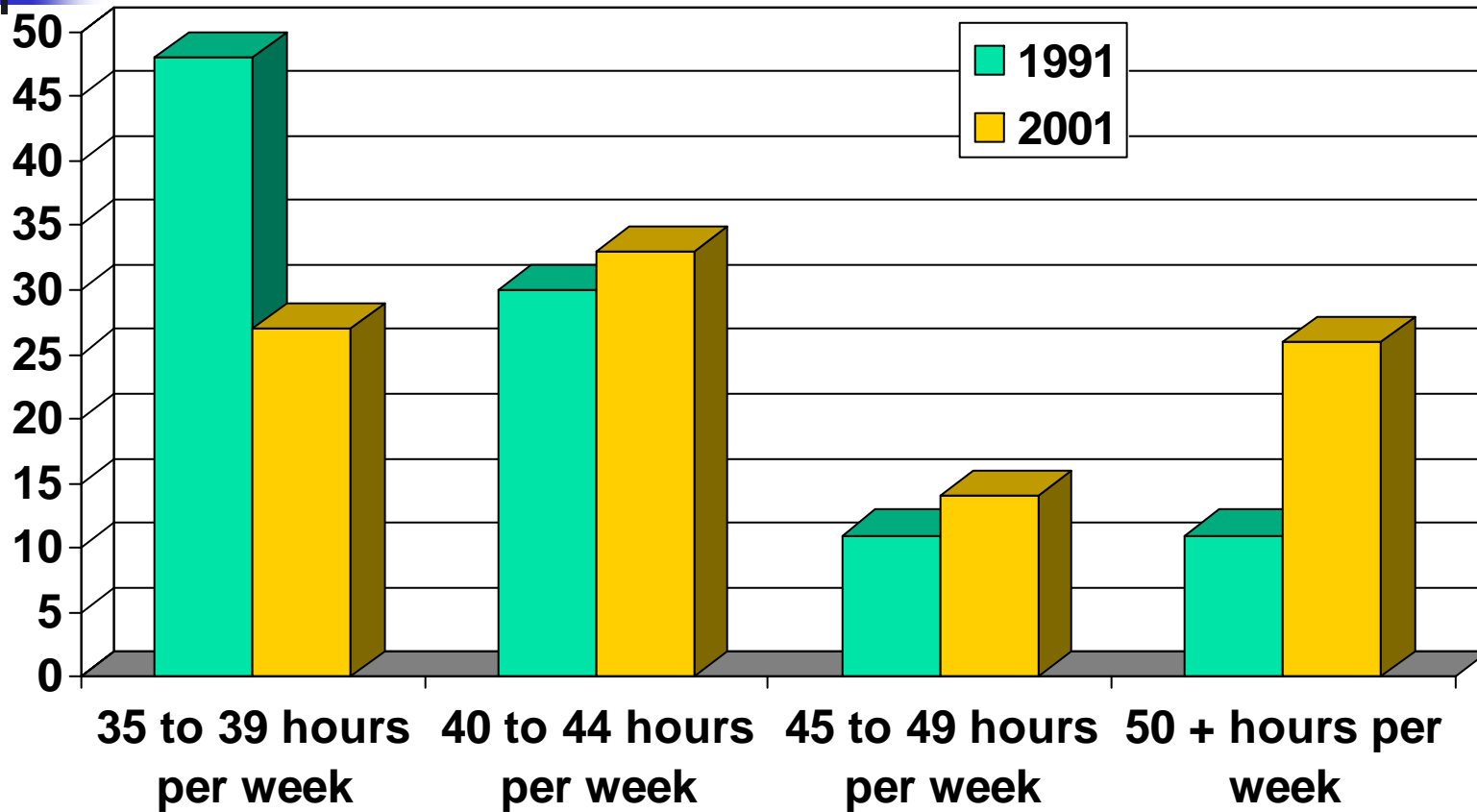


Managing A Changing Workforce: Moving Forward

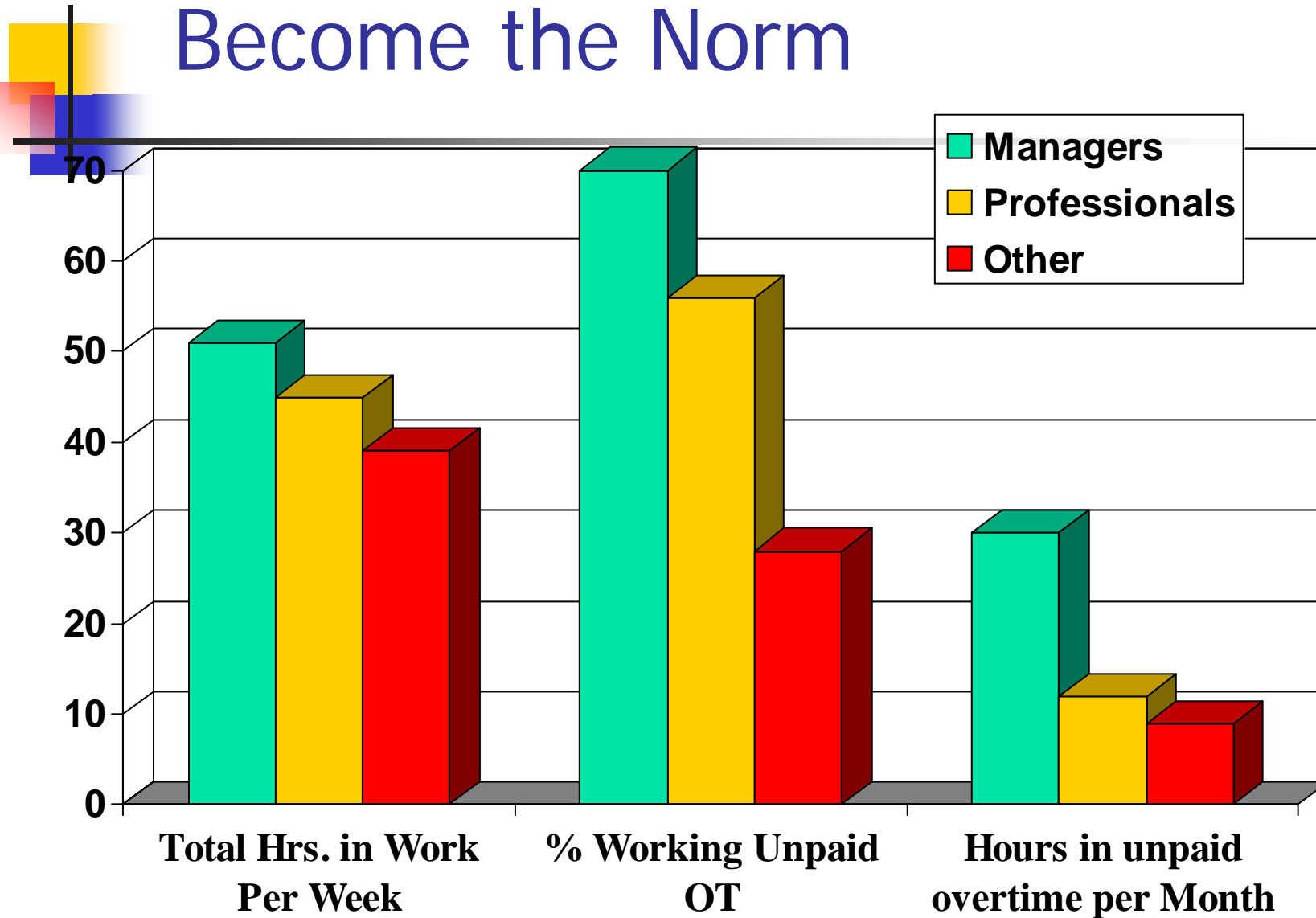
“If you want to be able to compete in the knowledge sector, you must treat workers as your most important asset” Peters and Waterman

- Policies are necessary but not sufficient
- Need to focus on
 - workloads
 - the manager
 - the culture
 - accountability and measurement
 - managing change

In Canada Time in Work Has Increased Dramatically Over Time



And Unpaid Overtime Has Become the Norm



Managing Workloads is Key To Managing Work-Life Balance: Why are workloads and issue?



- Unrealistic expectations around work
 - Traveling at rush hour
 - Boiled Frogs
- Organizational anorexia
 - Result of downsizing and global competition
- Technology:
 - Increased expectations around work
 - Made it possible to work “anytime anywhere”
- Organizational Culture:
 - Idea that hours linked to advancement and presence equals performance
 - Institutionalized sickness
- Organizational change



Workloads

“Downsizing has resulted in overworked staff with unreasonable workloads. When a company has undergone so much restructuring one does not feel that one is able to say no to work assignments or overtime. Flexible hours to me these days means you can come in earlier and leave later and you can work through lunch!”



Workloads

"Even though our organization talks about a balanced life their actions are just the opposite. Continual downsizing and budget cuts require people to do two or three people's workloads. Expense cuts do not allow for manual, redundant work to be mechanized to assist workloads. Managers are expected to be on 24-hour call seven days a week."



Workloads: Unrealistic Expectations

"Changing expectations have driven us to a fast-paced and hectic lifestyle. We have less people to do the same jobs, but jobs have also changed due to technology. We are constantly revving the engine and if not enough oil gets on the pistons, the engine blows up. Business, industry and government need to recognize this and find ways to assist."

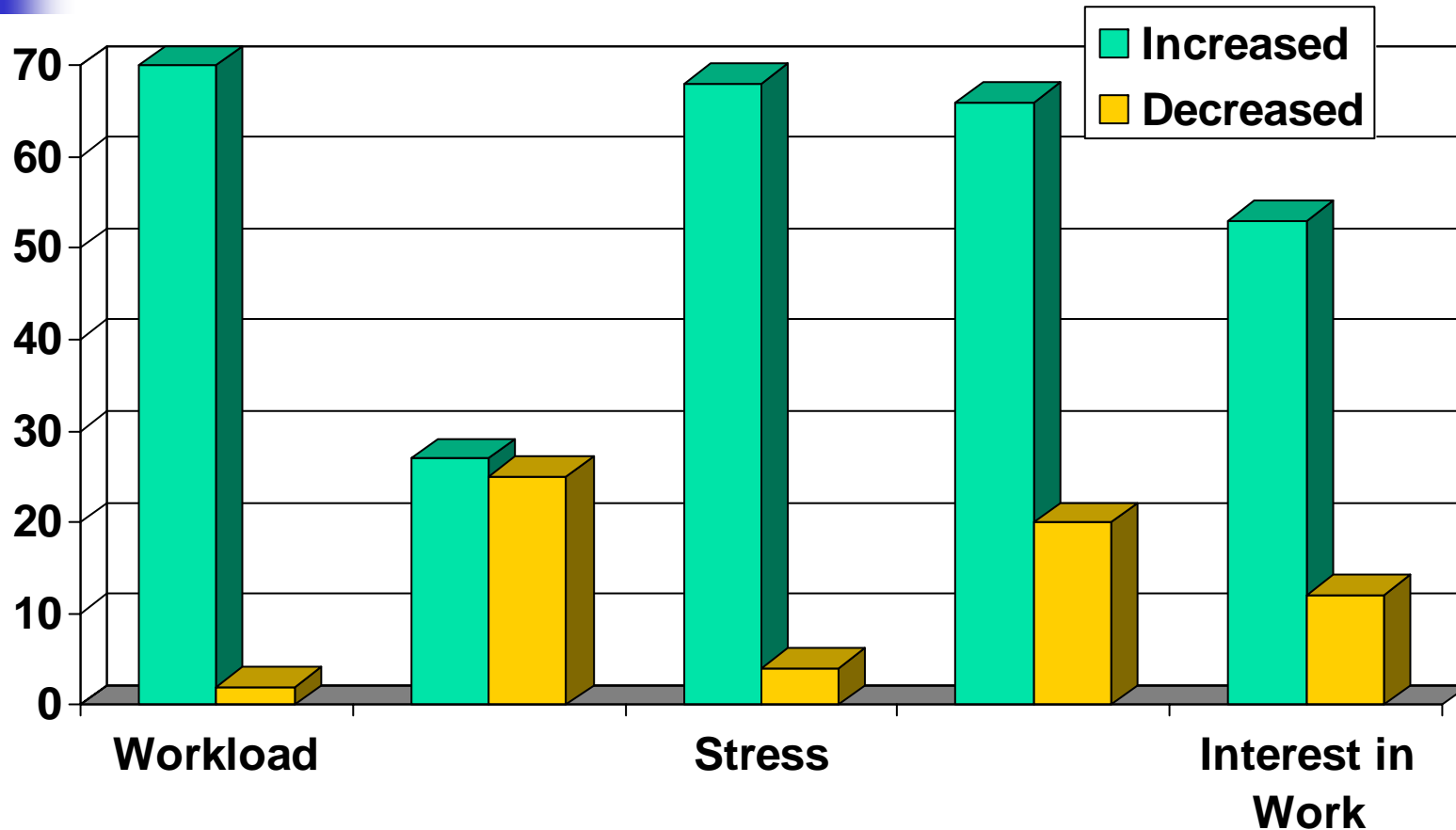


Workloads

- "More and more days just seem overwhelming and it is getting worse by the day. As a manager it is becoming harder and harder to give attention to the management work of coaching, performance assessment, planning etc."
- "I manage a group which was cut from 65+ people to 9. Workload has tripled. In the last six months one employee died, one collapsed and one is out on stress leave. I am completely overloaded and afraid someone else in my group will collapse."

Technology Has Made Balance More Challenging

% who say technology has





Workloads: Technology

"E-mail is widely used as the primary method of communication with employees at all levels; however there is a universal expectation that everyone reads, clears and responds to all e-mails on a daily basis (actually a constant basis). This is unrealistic. Memos sent in late afternoon are expected to be read by morning for discussion. This is unreasonable. Everyone needs to understand that communications need to be managed. Time must be allowed to read, understand and respond."



Workloads: Technology

"The amount of work has increased dramatically in the last decade mainly due to the increased use of technology. With today's technology we can have someone in our office, an incoming phone call, voice mails and e-mails – all of which we are expected to respond to at once.

Technology has added the expectation of immediate response – and solution – to the workplace."



Expectations: Technology

- Electronic tools have increased the expectations of availability – any time, anywhere, immediate answers expected. After hours, during business travel, Sunday and Friday nights – you now are expected to use this time to return voice mails and e-mails. No longer time to sit and think!
- Technology allows you to work more efficiently, but demands more as well, especially availability

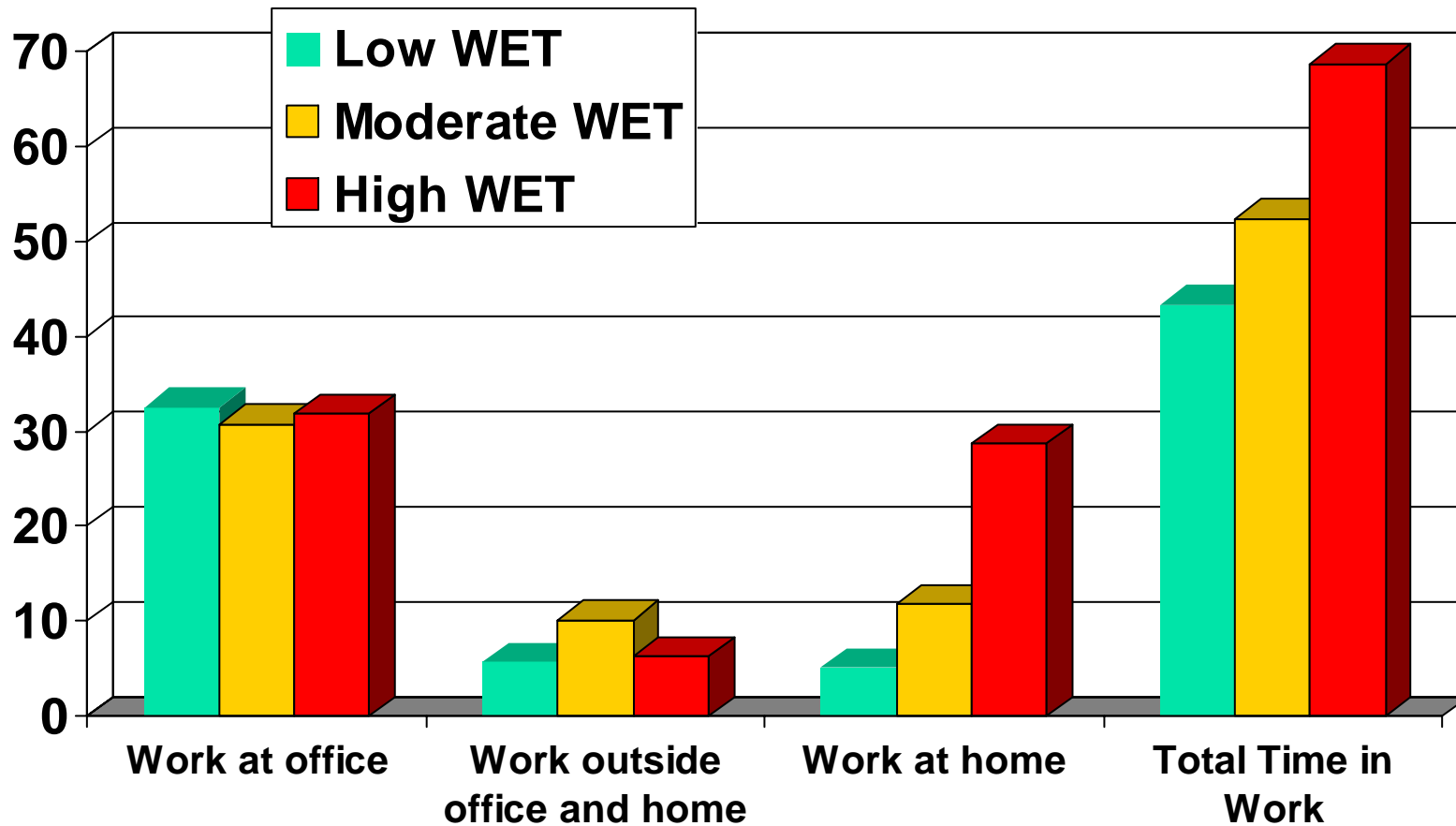


Our Research Has Identified Three Different Types Of Users of Work Extension Technology (WET)

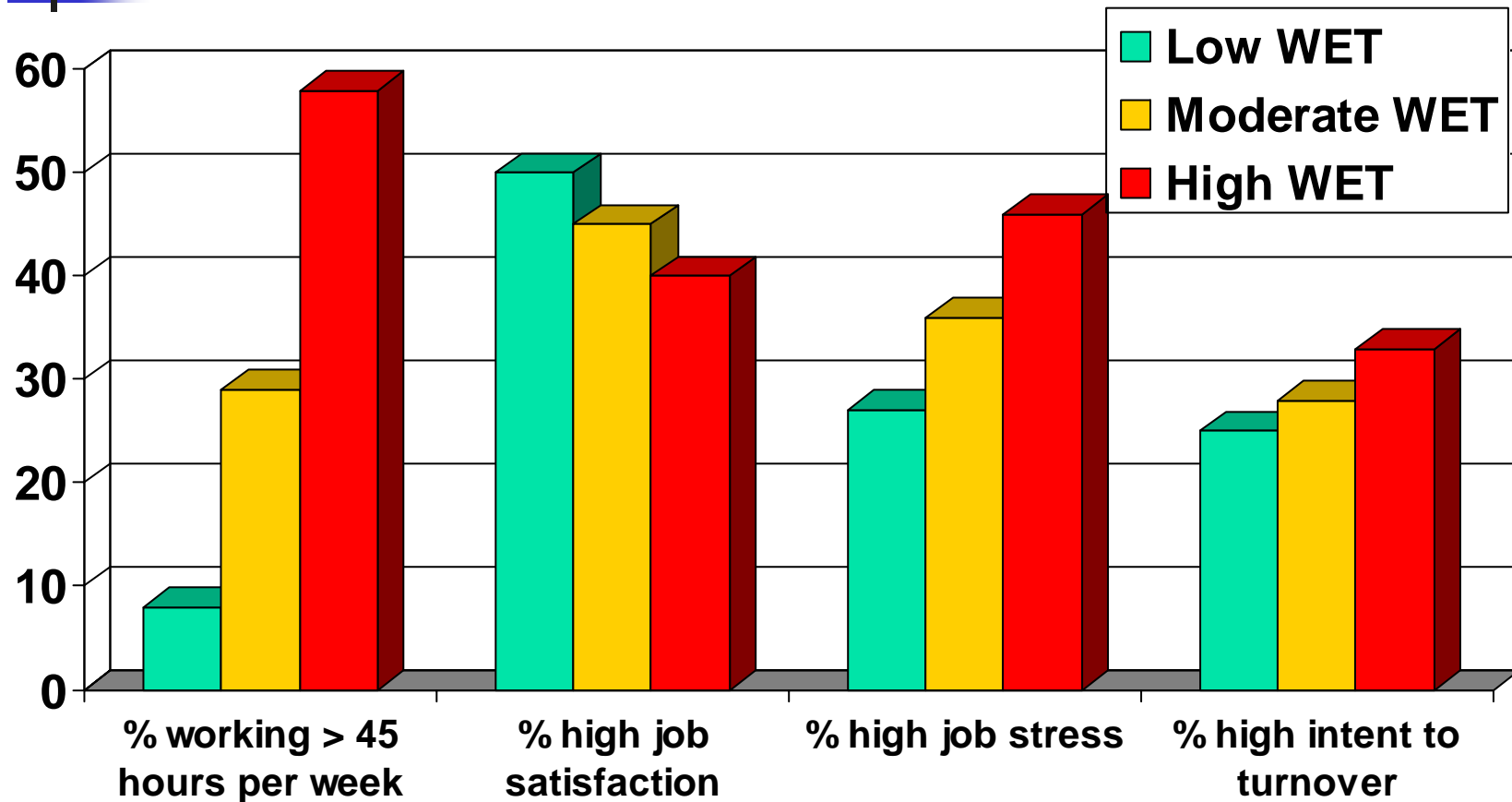
- Low users: 42% of sample
 - Less than 20% of total work time using WET
 - Two groups: former high users who had “reformed” and people who worked in jobs that did not require a lot of use of WET
- Moderate users: 28% of users
 - 21% to 60% of total work time using WET
 - Said that they tried not to let work take over their lives – they monitor their use
- High users: 30% of users
 - More than 60% of total work time using WET
 - Said that they enjoyed “playing” with technology and find technology interesting
 - Often have background in technology

Impact of Use of WET on Time in Work

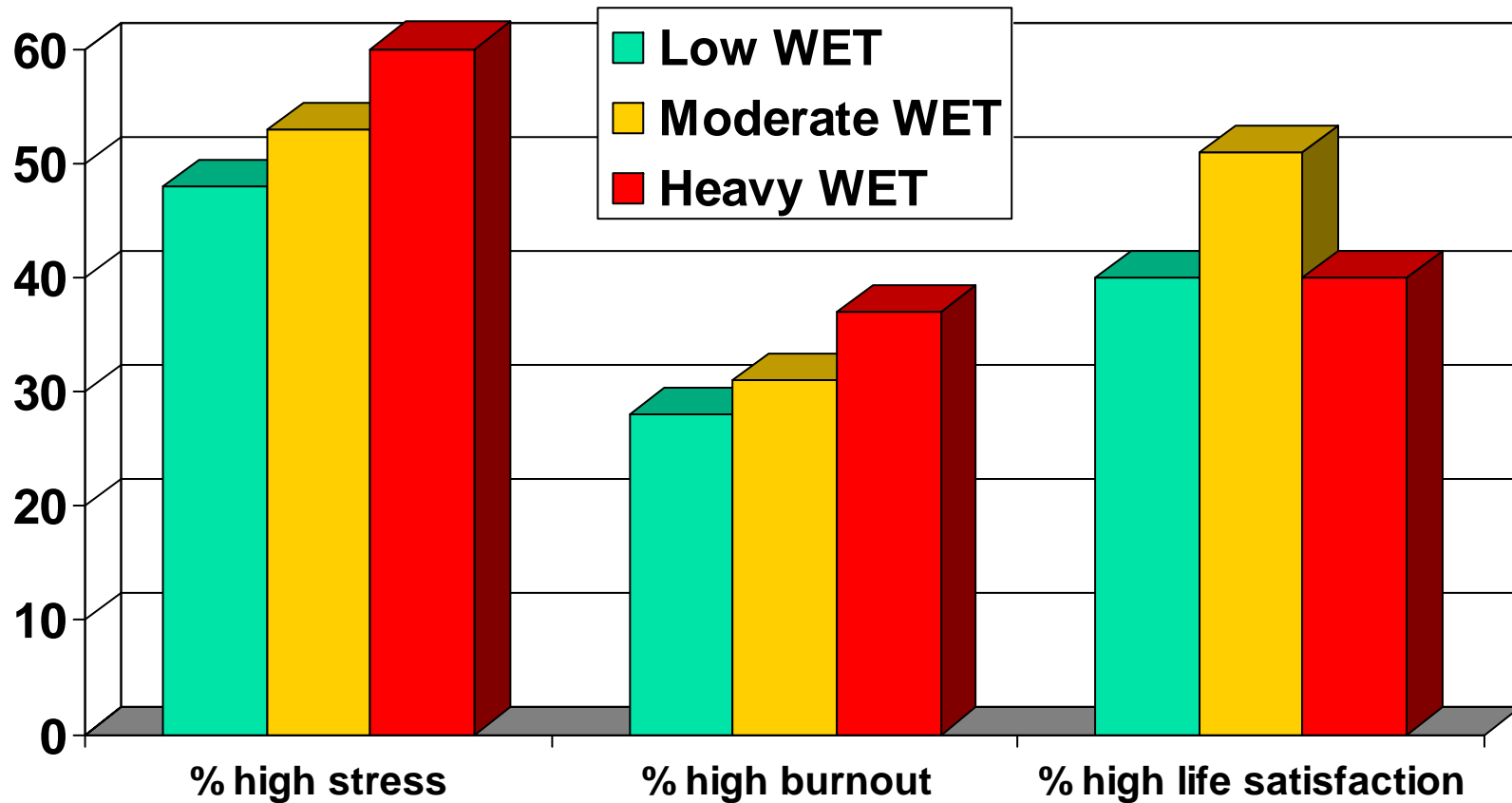
Hours per week spent in:



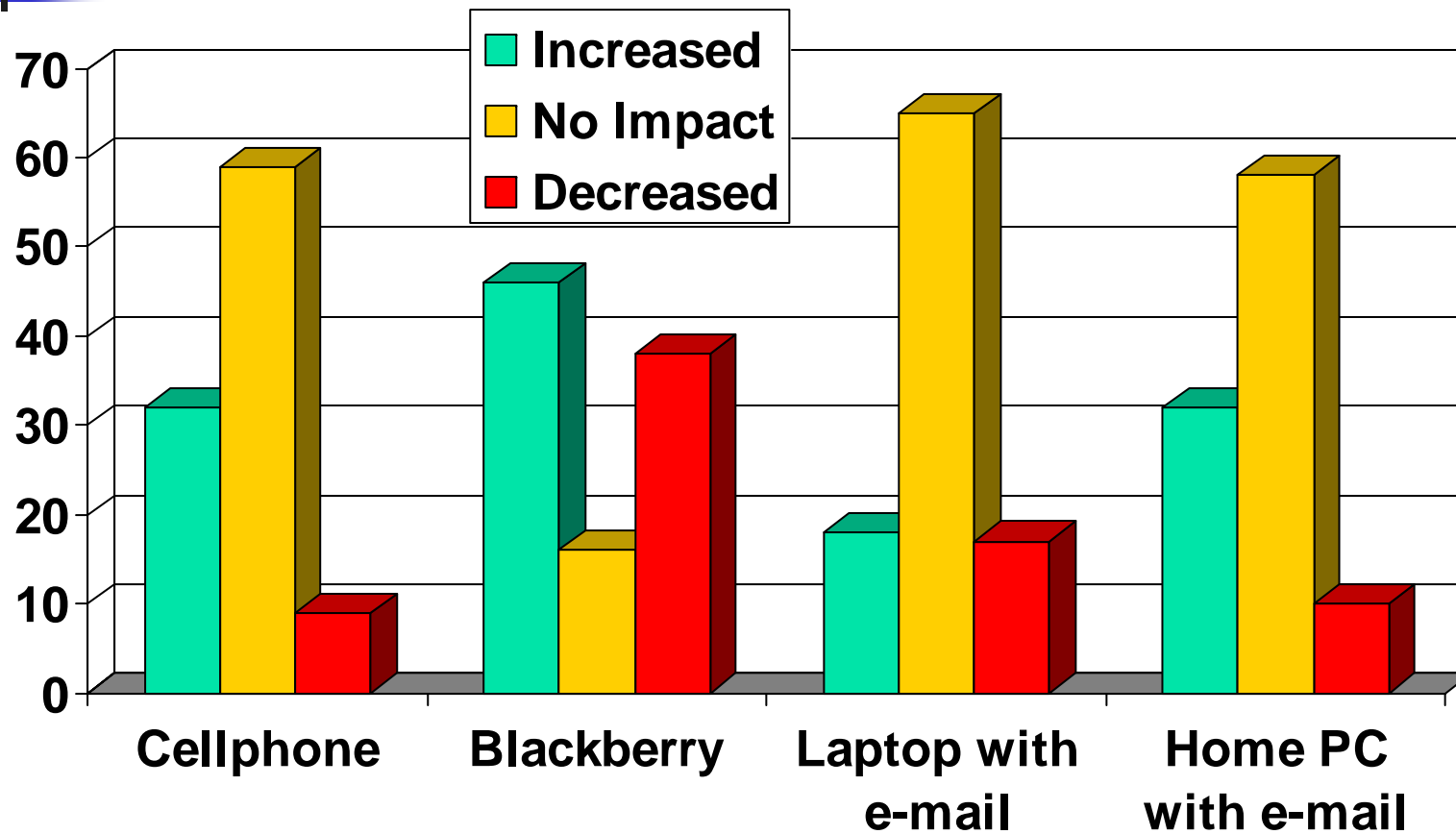
Impact of Use of WET on Key Organizational Outcomes



Impact of WET on Key Employee Outcomes



Impact of Various Technologies on Work-Life Balance





Advantages of Using WET

- Work related advantages:
 - WET promotes teamwork
 - WET decreases the amount of time commuting to and from work
 - WET gives you more flexibility and options with respect to where you work
- Personal advantages:
 - Increases one's abilities to deal with family and personal emergencies
 - Makes it possible to have it all – meaningful family life and meaningful job
 - Increases your ability to balance competing roles



Disadvantages of Using WET

- Work related disadvantages:
 - WET increases expectations with respect to availability for work
 - WET increases workloads
 - Inappropriate use of technology by others adds to stress levels and workload
 - Privacy issues
- Personal disadvantages:
 - WET Increases expectations with respect to availability for family
 - Less time for the family



Key to moving forward

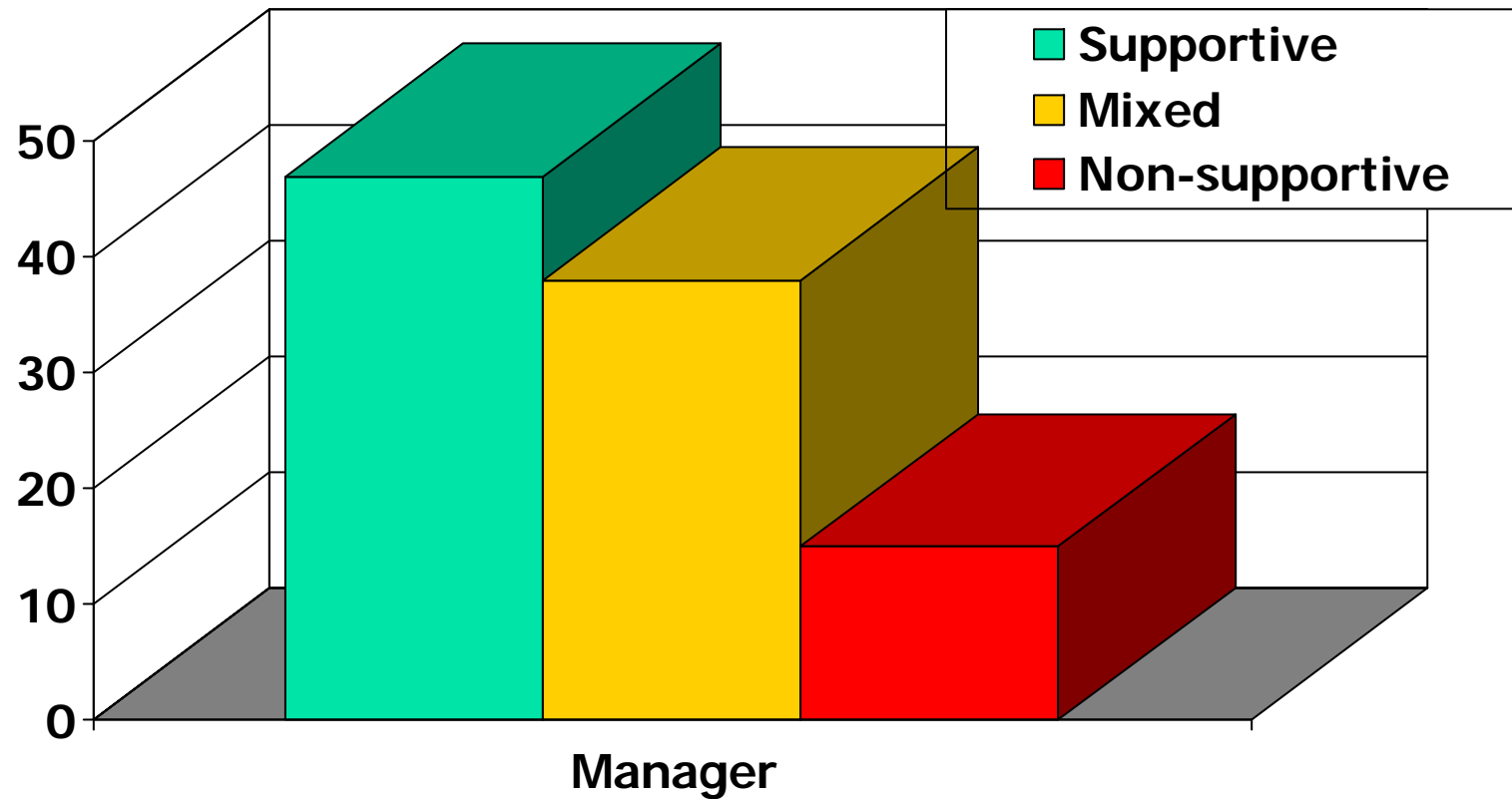
- Identifying source of the problem
- Implementing appropriate solution



Focus on the Manager

- Managers are the transmitters of the culture in the organization
- As such their behaviour key to balance of their employees

Our Research Has Identified Three Types of Managers

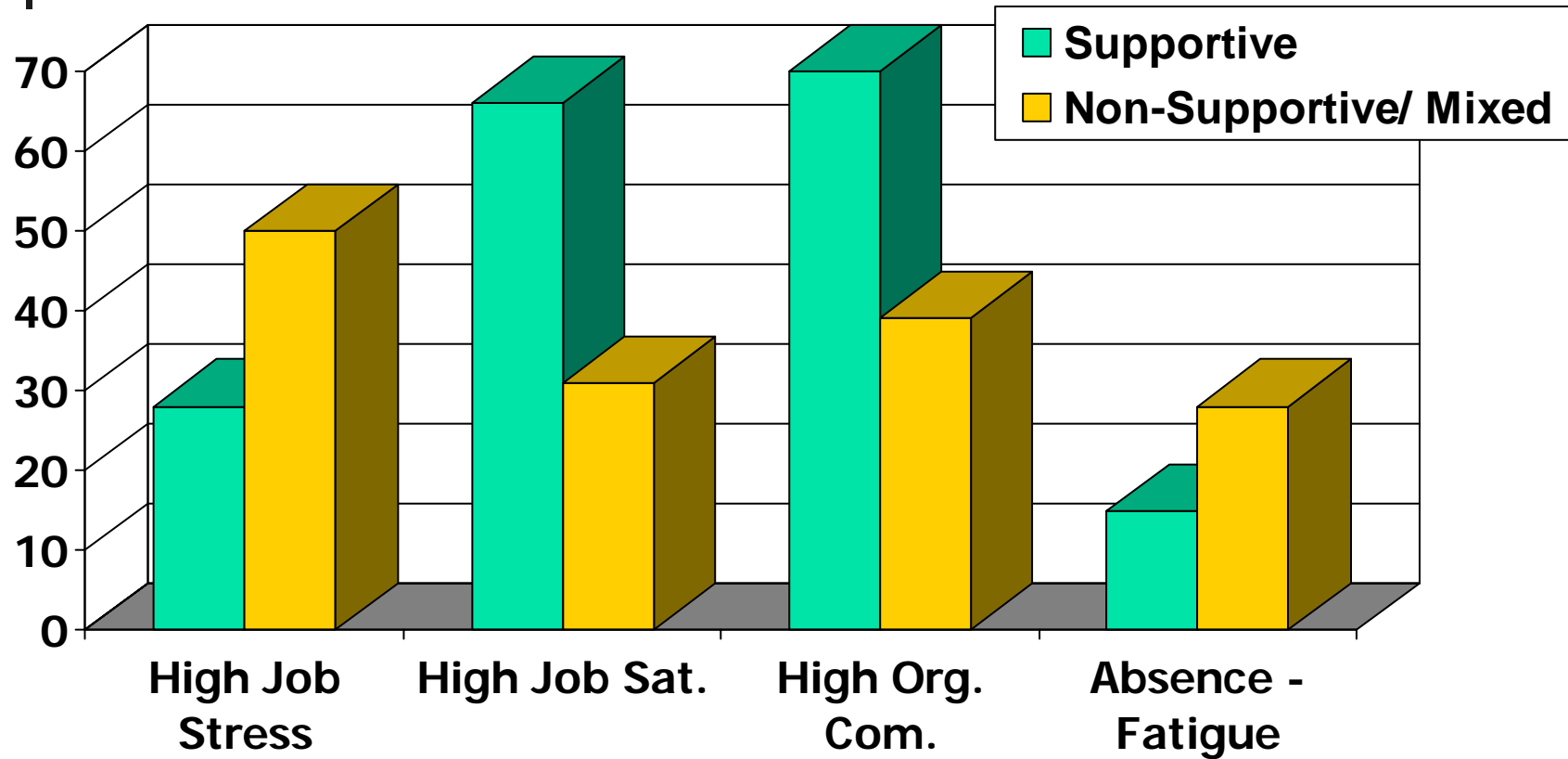




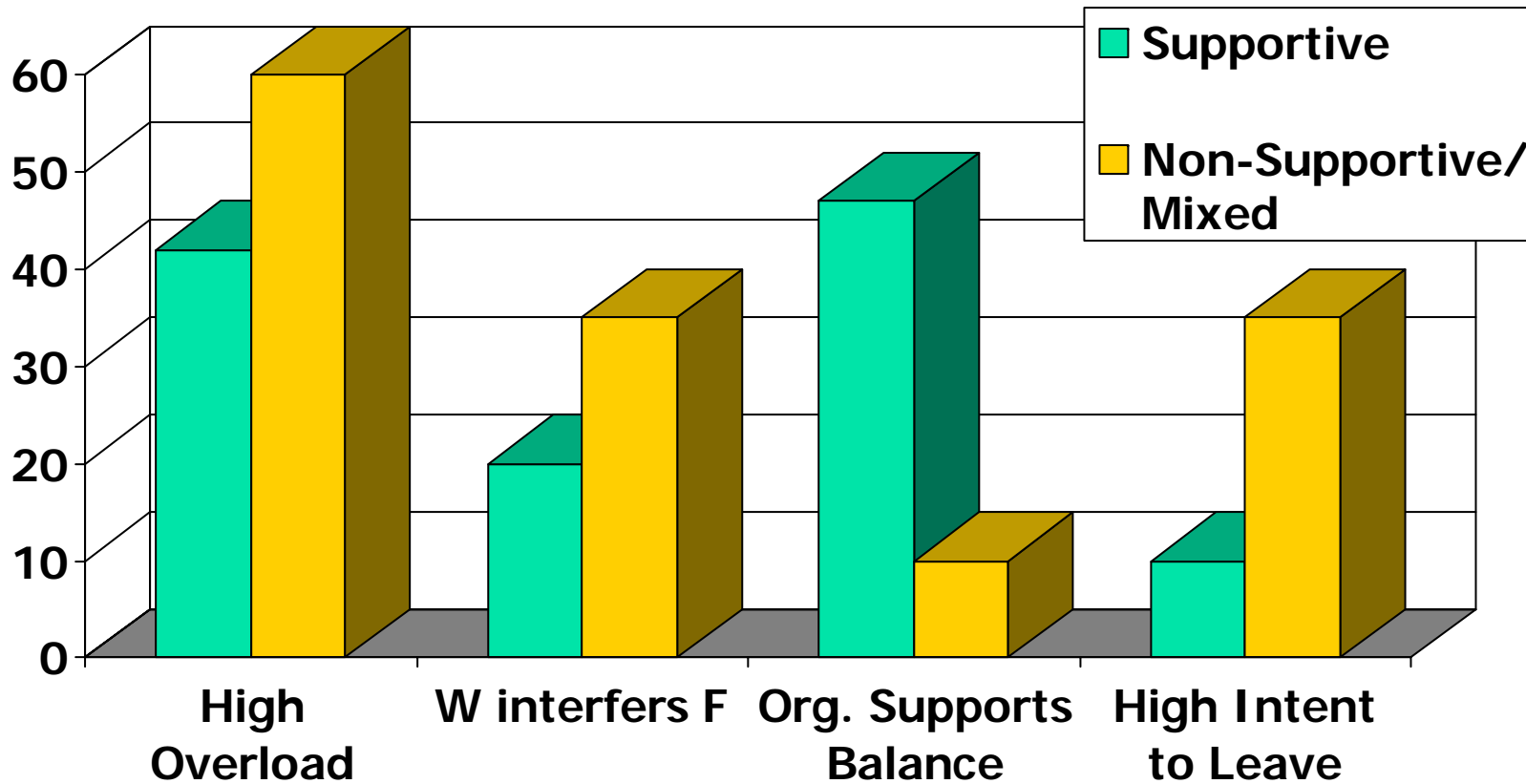
How Does a Supportive Manager Behave?

- From Supportive Manager Study can identify key behaviors:
 - positive feedback,
 - two way communication (good listeners)
 - respect,
 - focus on output not hours,
 - consistency
 - coaching and mentoring

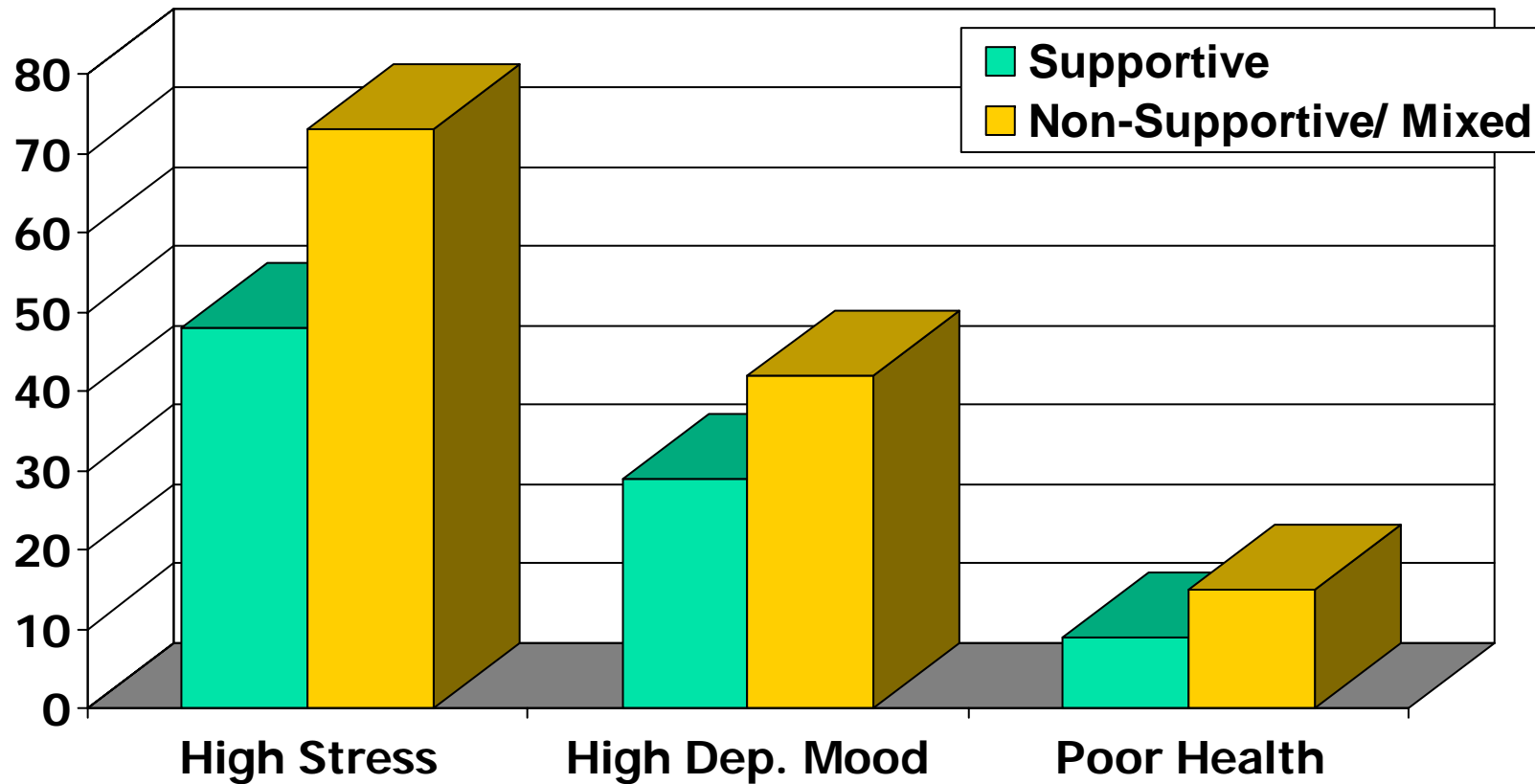
Impact of Management Support



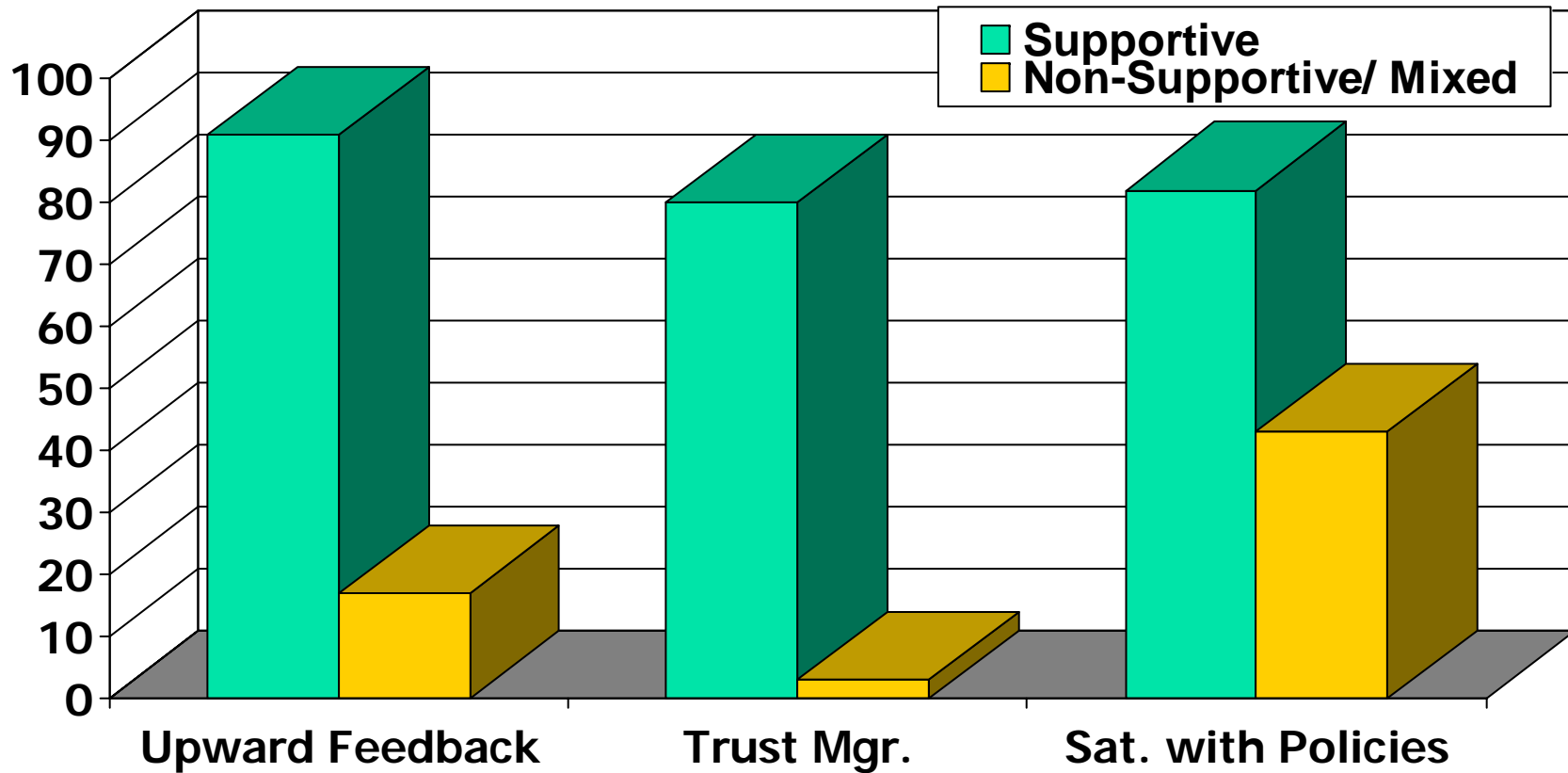
Impact of Management Support



Impact of Management Support



Impact of Management Support



Why are managers not supportive?



■ Don't know how

- Promoted based on operational skills
- Not given management training
- Solution: Training around the "soft skills"
- Solution: Change promotion process

■ Don't have time

- Managers themselves are overloaded
- Good people management needs time
- Solution: Need more managers or more support staff
- Solution: Need to look at management role and identify key high priority tasks

Why are managers not supportive?



- Aren't motivated

- Not rewarded for being supportive (in fact, often rewarded for being non-supportive)
- Role models not there and culture makes it hard to be supportive
- Solution: Look at reward and recognition program and promotion process

- Role models are not there

- Culture makes it difficult to be supportive



Managers do not operate in a vacuum

- In many cases the culture in place in the organization makes it difficult to address the issue of employee wellbeing
- The cultural norms in place in many organizations reward
 - “presence not performance”
 - “hours not output”
 - work or family/life not work and family



Its all About Organizational Culture

- To attract, retain and motivate a diverse group of employees in the new millennium many organizations will need to change their organizational culture
 - The “way we do things around here”
 - Not the policies – but the unwritten rules



It is all about culture change

“Modern Madness”

Work by Psychotherapist Douglas LaBier whose practice is devoted to treatment of individuals who work for large organizations

- He found that those considered “sick” by their organizations were from a psychotherapeutic standpoint “normal”
- Those who were considered “normal” and pointed to as role models had serious psychological problems



“Modern Madness”

- these problems included lust for power, desire to micromanage and control others
- many organizations have institutionalized “sickness”
- not only a fundamental part of culture but also exercises tremendous pressure on “normal” people to become “sick” to fit in



Problematic Cultures

- Culture of hours
- Disconnected culture:
 - Great policies, poor practice, poor role models at top
- Culture of money:
 - Budgets and the bottom line is what counts, not people
- Management culture
- Culture of back lash
- Culture of guilt
- Emperor has no clothes culture
- “Myth of separate worlds” culture



Key Quotes Dealing with Culture

“In an age where corporations are run by pleasing shareholders with increasing profits, shares and dividend prices, employees will be forced to do more work and work longer hours. All companies streamline, right size, or whatever pleasant sounding name they want to stick on it. They get rid of employees and get more work out of the ones who are left behind by having them take on more responsibility and more tasks and work longer hours and with no regard for their family life. ...



Key Quotes Dealing with Culture

...Surveys come and go and from the working man's view nothing changes. The profits must go up and the expenses (often employees must go down). The family as it was once known is a dying breed and people no longer have the time or money to start or have a family. When you are penalized from a promotion because you miss a couple of days with the flu ... you know they don't really care about you at all."

Organizational Challenges: Quotes That Say It All

Quote One

“Let me describe where I work and then you tell me why I have a problem with balance:

- My employer's demands are unrealistic
- My employer could care less about people – only the work and getting it done
- My work requires a lot of extra hours but this is never repaid in time off when needed for personal or family matters



Organizational Challenges: Quotes That Say It All

- My employer is very selfish – they expect you to meet totally unrealistic objectives and work extra hours with no compensation of any kind
- My employer has the attitude that you are lucky to be employed in such a great company and you are not to rock the boat no matter what
- My employer demands and expects hard work, long hours with no expectations other than your paycheck




Organizational Challenges: Quotes That Say It All

- My employer does not reward loyalty, hard work, dedication, commitment to the job or extra hours worked
- My employer repays speaking up for yourself or for others with a label ... blacklisted – no future career – or forces you out of employment

Organizational Challenges:

Quotes That Say It All

Quote Two



"If my organization had enough staff. If the staff didn't hate their jobs they wouldn't have such a high turnover rate. If we didn't have to work a Saturday, Sunday or Monday shift. If managers would stay in a department for more than three months. If one person wasn't expected to do the work of two people. If overtime wasn't expected. If safety was the primary concern. If vacation wasn't a problem. If general morale wasn't low. If hiring new technicians didn't take 12 months. If our union had a backbone. If I didn't have to work holidays"

How Does One Change Culture? – It is all about Leadership



- Primary mechanisms leaders can use to create, transmit or change culture are:
 - What leaders pay attention to, measure and control on a regular basis
 - The reactions of leaders to critical incidents and organizational crisis
 - Observed criteria by which leaders allocate scarce resources



How Does One Change Culture?

– It is all about Leadership

- Primary mechanisms leaders can use to create, transmit or change culture are:
 - Deliberate role modeling, teaching and coaching
 - Criteria they use to allocating rewards
 - Criteria they use to recruit, select, promote, fire and excommunicate staff

Cultural change is likely to be difficult for many organizations because



- Many of their employees are “survivors”
- Many employees have spent many years in their job – and do not want to do things differently
- Management behaviour does not support participation in change (employees perceive not consulted before decisions made)
- Change difficult in highly unionized environment
- People already overworked and stressed
- Employees are change weary

How do you change culture?

Measurement and accountability key!

Make the
numbers

Former Heros (1)

New Heros

Miss the
numbers

Unemployed

Potential Heros
(2)

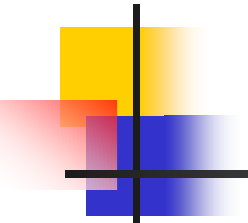
Inappropriate
Values

Appropriate
Values



How do you change culture?

Blue socks are key!!!



Achieving A Balance: Personal Strategies to Use Until the Organization Changes

- The data from our research identifies strategies Canadians use to cope effectively with work-life balance
 - Use your faith to put things into perspective
 - Be organized
 - Recognize that balance takes work – work at it
 - Have goals
 - Put things into perspective – don't sweat the small stuff
 - Enjoy life .. Focus on the positive
 - Find a job you enjoy
 - Find a supportive partner
 - Remain fit and use exercise to cope with stress

Conclusions:

Canadians are living complex lives

- Work and family are NOT separate any more
 - Work and family issues “bleed” into one another
 - While we separate life into neat little groups in terms of policy, research and so on, this is not how people are living
 - Work and life is intricately connected and changes in one domain echo in the other
 - Issues like work-life conflict, employee well being and supportive work environments are highly interrelated



Conclusions

- Most Canadians see work as the main offender with respect to issues related to work-life conflict and employee wellness
 - Five times more likely to talk about problems at work than at home
 - High degree of consensus about what it was about work that was making things difficult
 - Workloads
 - Non-supportive management
 - Culture
 - No real consensus about what it is about family that makes balance difficult
 - Depends on life cycle



Conclusions

- Work-life conflict is impairing the health of Canadian employees and creating problems within the family unit
- The culture of the organization, which is set by behaviour at the top, can sabotage the best attempts by companies to help employees balance
- It is what managers do that count – not what they say or the policies in place

Closing Thoughts:

Why focus on people

- For organizations to “thrive” (not just survive) in the new millennium, they need to make human resources and supporting employees (of which work-life balance is a critical component) a high priority

“Little of today’s technology is proprietary. Technology is easily obtained and replicated and only levels the playing field. An organization’s valued human assets cannot be copied.” Bill Gates

“If you want to be able to compete in the knowledge sector, you must treat workers as your most important asset” Peters and Waterman



Thank you

- Questions