ICWF Conference – Building Sustainable Societies
June 12th 2008

Harmonizing Work, Family and Personal Life: From Policy to Practice

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The Future of HR in Europe
Boston Consulting Group & EAPM (2007)*

Corporations that can meet the following challenges will build and sustain competitive advantage:

• Managing talent
• Managing demographics
• Becoming a learning organization
• Managing work-life balance
• Managing change and cultural transformation

* Survey among 1,355 executives from 27 countries in Europe Follow-up interviews with over 100 senior executives.
Conclusion 1:

“Work-life balance” needs to be understood in a broad sense.

It is essentially about having a sense of *meaning* and *purpose* in life.
Integration women in the labor market
Female activity rate Europe

<table>
<thead>
<tr>
<th></th>
<th>1994</th>
<th>2005</th>
<th>% increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Denmark</td>
<td>66.9</td>
<td>71.9</td>
<td>7%</td>
</tr>
<tr>
<td>Sweden</td>
<td>68.5</td>
<td>70.4</td>
<td>3%</td>
</tr>
<tr>
<td>Finland</td>
<td>58.7</td>
<td>66.5</td>
<td>13%</td>
</tr>
<tr>
<td>Netherlands</td>
<td>53.2</td>
<td>66.4</td>
<td>25%</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>61.2</td>
<td>65.9</td>
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<td>United States</td>
<td>65.2</td>
<td>65.6</td>
<td>1%</td>
</tr>
<tr>
<td>Austria</td>
<td>58.9</td>
<td>62.0</td>
<td>5%</td>
</tr>
<tr>
<td>Portugal</td>
<td>54.4</td>
<td>61.7</td>
<td>13%</td>
</tr>
<tr>
<td>Germany</td>
<td>55.1</td>
<td>59.6</td>
<td>8%</td>
</tr>
<tr>
<td>Ireland</td>
<td>40.1</td>
<td>58.3</td>
<td>45%</td>
</tr>
<tr>
<td>France</td>
<td>51.6</td>
<td>57.6</td>
<td>12%</td>
</tr>
<tr>
<td>Italy</td>
<td>35.4</td>
<td>45.3</td>
<td>28%</td>
</tr>
<tr>
<td>Belgium</td>
<td>44.6</td>
<td>53.8</td>
<td>21%</td>
</tr>
<tr>
<td>Luxembourg</td>
<td>44.4</td>
<td>53.7</td>
<td>21%</td>
</tr>
<tr>
<td>Spain</td>
<td>30.7</td>
<td>51.2</td>
<td>67%</td>
</tr>
<tr>
<td>Greece</td>
<td>37.3</td>
<td>46.1</td>
<td>24%</td>
</tr>
<tr>
<td>EU (15 countries)</td>
<td>49.3</td>
<td>57.4</td>
<td>16%</td>
</tr>
</tbody>
</table>

Source: Eurostat
## Number of children per woman

### Fertility rate

Europe

<table>
<thead>
<tr>
<th>Country</th>
<th>1994</th>
<th>2005</th>
<th>% increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Netherlands</td>
<td>1.57</td>
<td>1.73</td>
<td>10%</td>
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<tr>
<td>Spain</td>
<td>1.21</td>
<td>1.33</td>
<td>10%</td>
</tr>
<tr>
<td>Germany</td>
<td>1.24</td>
<td>1.36</td>
<td>10%</td>
</tr>
<tr>
<td>Italy</td>
<td>1.21</td>
<td>1.32</td>
<td>9%</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>1.74</td>
<td>1.8</td>
<td>3%</td>
</tr>
<tr>
<td>Denmark</td>
<td>1.81</td>
<td>1.8</td>
<td>-1%</td>
</tr>
<tr>
<td>Norway</td>
<td>1.86</td>
<td>1.84</td>
<td>-1%</td>
</tr>
<tr>
<td>Luxembourg</td>
<td>1.72</td>
<td>1.7</td>
<td>-1%</td>
</tr>
<tr>
<td>Finland</td>
<td>1.85</td>
<td>1.8</td>
<td>-3%</td>
</tr>
<tr>
<td>Portugal</td>
<td>1.44</td>
<td>1.4</td>
<td>-3%</td>
</tr>
<tr>
<td>Austria</td>
<td>1.47</td>
<td>1.41</td>
<td>-4%</td>
</tr>
<tr>
<td>Iceland</td>
<td>2.14</td>
<td>2.05</td>
<td>-4%</td>
</tr>
<tr>
<td>Switzerland</td>
<td>1.49</td>
<td>1.42</td>
<td>-5%</td>
</tr>
<tr>
<td>Greece</td>
<td>1.35</td>
<td>1.28</td>
<td>-5%</td>
</tr>
<tr>
<td>Sweden</td>
<td>1.88</td>
<td>1.77</td>
<td>-6%</td>
</tr>
<tr>
<td>Malta</td>
<td>1.89</td>
<td>1.37</td>
<td>-28%</td>
</tr>
<tr>
<td>Poland</td>
<td>1.8</td>
<td>1.24</td>
<td>-31%</td>
</tr>
<tr>
<td><strong>EU (25 countries)</strong></td>
<td><strong>1.48</strong></td>
<td><strong>1.52</strong></td>
<td><strong>3%</strong></td>
</tr>
</tbody>
</table>

Source: Eurostat
Percentage of Population Aged 65 and Older in Europe by Regional Units
Conclusion 2:

“Work-family” is not a fad.

It is driven by fundamental changes in the socio-demographic composition of the workforce and the diversification of caring needs.
Understanding the causes of work-life conflict
Work-life conflict: Is it really about time?
The vicious cycle

WORK OVERLOAD, CONFLICTS & STRESS AT WORK

SPILL-OVER WORK-TO-FAMILY CONFLICT

LESS SERVICE, OCB, ENGAGEMENT, PRODUCTIVITY

SPILL-OVER FAMILY-TO-WORK CONFLICT

INTENSIFICATION CARING RESPONSIBILITIES

LESS QUANTITY & QUALITY TIME

CONFLICTS & STRESS AT HOME
MARITAL PROBLEMS
HEALTH COMPLAINTS

UNDERMINING SOCIAL SUPPORT AT HOME
The virtuous cycle

MOTIVATION & COMPETENCIES AT WORK

FAMILY-TO-WORK ENRICHMENT

FAMILY-RESPONSIBILITY HUMAN POTENTIAL MANAGEMENT

MORE SKILLS & POSITIVE ENERGY: QUALITY TIME!

REVITALISATION AT HOME INCREASED SELF-ESTEEM

REINFORCING SOCIAL SUPPORT AT HOME

WORK-TO-FAMILY ENRICHMENT
Conclusion 3:

Companies that go beyond “reacting to” and “anticipate and leverage” skills spilling over between the work and family domains the have a competitive advantage

→ Superiority in attracting and retaining employees
→ Leveraging competencies and talent
→ IMPROVING PRODUCTIVITY
Organizational Initiatives
The Future of HR in Europe
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• Companies should conduct web surveys and other assessments so that they fully understand the types of accommodations that recruits and employees seek to achieve work-life balance.

• Companies should implement or bolster programs that afford employees
  – flexible working hours (94% vs. 66%)
  – opportunities to work from home (51% vs. 25%)  
  – job sharing.

• Companies should enthusiastically and visibly embrace programs that advance corporate social responsibility. These actions can help a company access higher-quality candidates, broaden its market appeal, and enhance its perception and position in that market.
Overview policies
From “Justice” to “Prudence”

MOST POPULAR:
• Information
• Flexibility policies
  – Short term / long term
  – Time / space
• Child- and eldercare provisions
• Conventional provisions - compensations/benefits

MORE INNOVATIVE:
• Integration personal and professional trajectories
• Individualized support, mentoring and coaching
• Job content / working time redesign
• Enrichment-enhancing training & development
• Leave arrangements in broad sense
From Policy to Practice

Time for Change!

• Policy
  – Strategic commitment and investment of resources
  – Systemic and systematic approach – assessment, design, implementation, and evaluation.
  – Leadership attitudes and role-modeling
  – Level of internal communication
  – Front level management responsibility and accountability

• Practice
  – Change the company culture!
    • “Psychological safety” (Edmundson, Harvard University)
    • Intent to eliminate “contaminating” practices
    • “The moment of truth”: Clear and present decision making criteria, rules, and incentives assumed by all managers
Conclusion 4:

Adopting, designing, implementing policies
Changing the organizational culture
… takes time

→ Companies that start today will develop a sustainable competitive advantage for the future

→ Companies that take a systemic and systematic approach develop a sustainable, socially healthy ecology in and around their enterprise
Overall conclusion:

Need and call for respect for DIVERSITY: CULTURAL INTELLIGENCE
Thank you for your attention.

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