

La conciliazione di famiglia, lavoro e festa: alcune buone pratiche

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Milano, May 30th 2012

Agenda

1. Human Ecology: Flash
2. Social changes in Western countries
3. Barriers to Work-Family Balance
4. IFREI: Worldwide results

1. Human Ecology

2. Social Changes in Western Countries

Work-life conflict is increasing

burden to
health-care
system



High levels of
perceived **STRESS**

Difficulties to care
for the **elderly**



cost of **ABSENTEEISM**
to employers

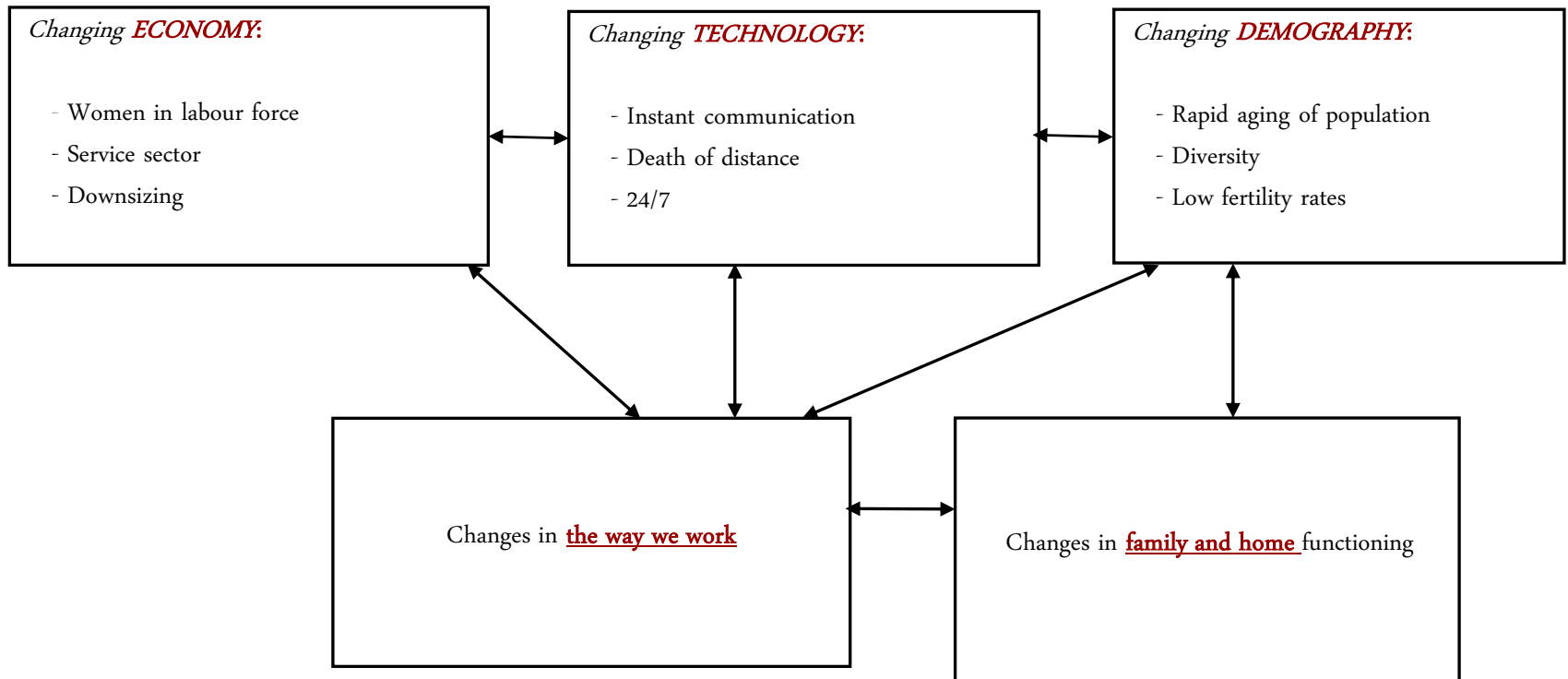
High risk of **BURNOUT**



People tend to
cope by
having fewer
children



Social Changes



Adapted from Presser (2003)

Social Changes

- Mean age when first child is born
- Children's education in the hands of others
- Divorce
 - One every 3 minutes
- Health problems
 - Stress, depression
- High expenditure on tranquilizers
 - More time off due to stress than to maternity leave

SPAIN: Time Devoted to Childcare

TABLE 2. Time devoted from parents to children under 10, per day in hours.
SPAIN

Childcare Type	Married Males	Married Females
Primary Childcare		
Basic	0:56	2:21
<i>Physical Care, supervision of child</i>	0:47	1:57
<i>Transporting a child</i>	0:09	0:24
Quality	0:23	0:23
Total	1:19	2:44
Secondary Childcare	0:12	0:23
Total Childcare	1:31	3:07
Observations	1309	1392

Source: Harmonised European Time Use Survey (HETUS). Eurostat.

(Data: Average number of minutes per day)

Spain: Time Devoted to Childcare (Education level)

TABLE 8. Time devoted from parents to children under 10, per day in hours, by Education Level SPAIN

Childcare Type	Married Males					Married Females				
	ISCED1	ISCED2	ISCED3/4	ISCED5B	ISCED5A/6	ISCED1	ISCED2	ISCED3/4	ISCED5B	ISCED5A/6
Primary Childcare										
Basic	0:46	0:44	0:57	1:19	1:11	1:53	2:23	2:19	2:38	2:20
<i>Physical Care</i>	0:38	0:36	0:47	1:07	1:02	1:34	1:57	1:56	2:11	2:01
<i>Transporting a child</i>	0:08	0:08	0:10	0:12	0:09	0:19	0:26	0:23	0:27	0:19
Quality	0:23	0:24	0:22	0:28	0:22	0:19	0:18	0:21	0:29	0:31
Total	1:09	1:08	1:19	1:47	1:33	2:12	2:41	2:40	3:07	2:51
Secondary Childcare										
Total										
Childcare	1:09	1:08	1:19	1:47	1:33	2:12	2:41	2:40	3:07	2:51
Observations	438	396	441	142	185	129	402	448	181	226

Source: Harmonised European Time Use Survey (HETUS). Eurostat.

(Data: Average number of minutes per day)

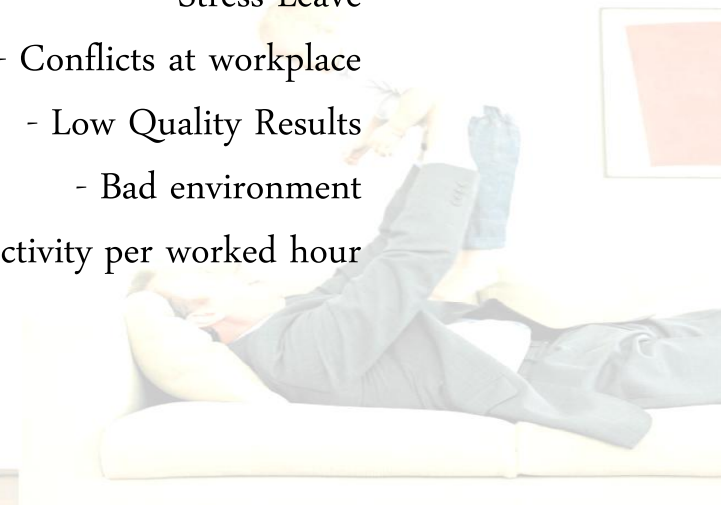
Conciliation: Investment / Cost

- ✓ Health
- ✓ Motivation and involvement
- ✓ High productivity
- ✓ Talent's retention
- ✓ Internal and External Image
- ✓ Increase initiatives and implication

CONCILIATION = INVESTMENT

- Not desired Rotation
- Visible and not visible Absenteeism
 - Stress Leave
- Conflicts at workplace
 - Low Quality Results
 - Bad environment
- Less productivity per worked hour

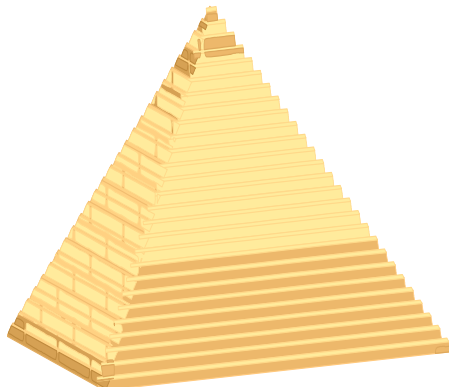
NO CONCILIATION = COST



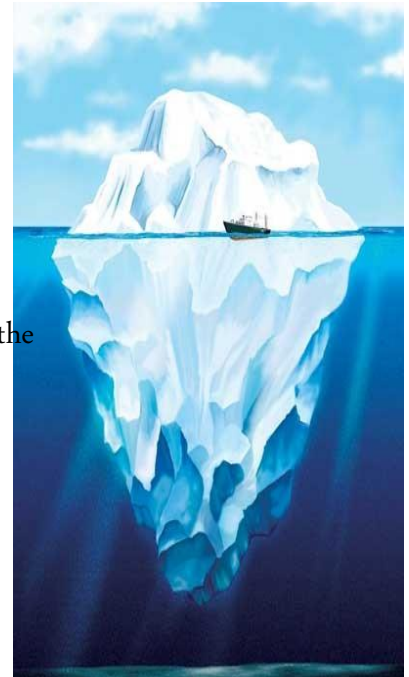
3. Barriers to the Work-Family Balance

The Reality of an Organization

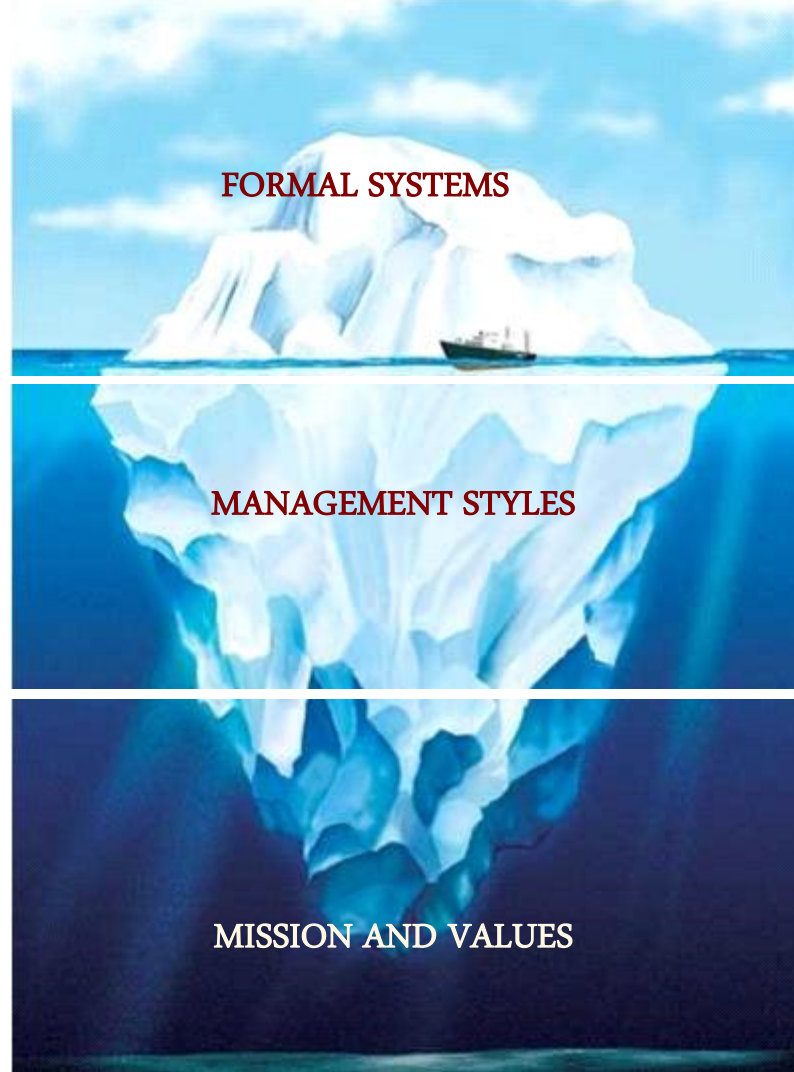
We often have this idea about the organizations ...



However, this image represents more closely the reality of an organization, ...



The Reality of an Organization



Barriers to the Work-Family Balance

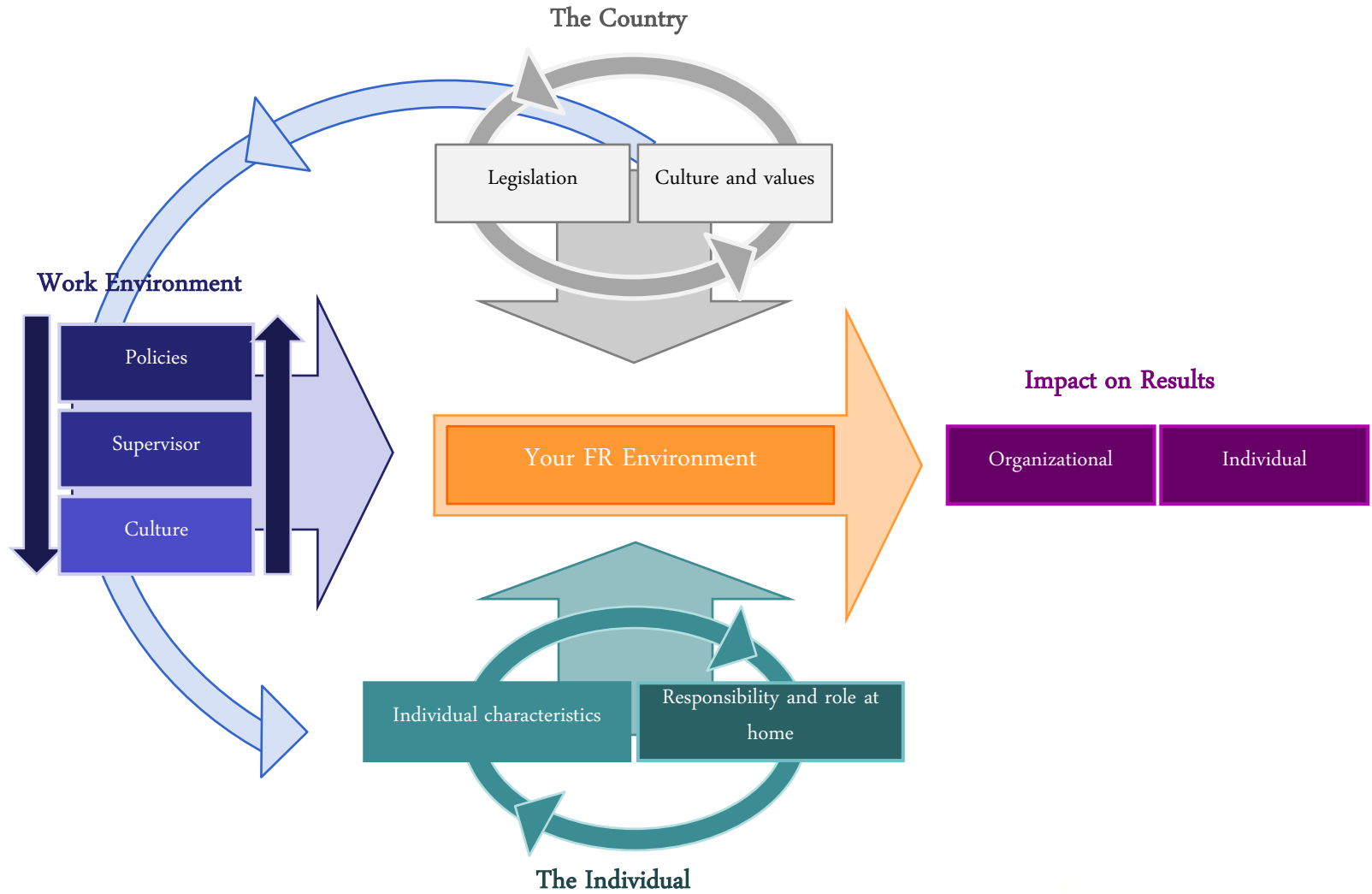
- Difficulties in combining work and family life
- Lack of flexible schedule
- Stress
- Culture of long working hours

4. IFREI: Worldwide results

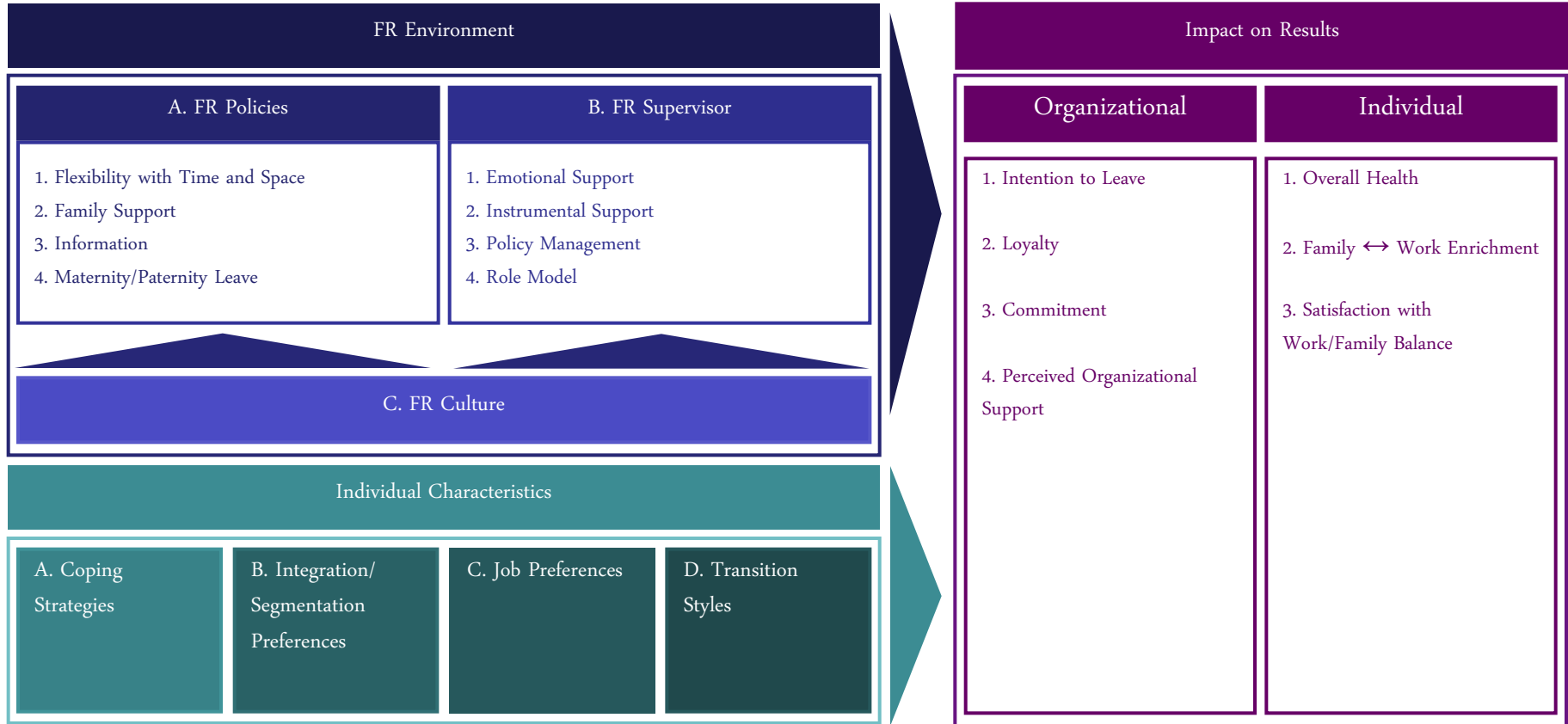
Principal Objective of IFREI Study

To show the impact of family-responsible policies, practices and leadership on your health, your commitment to loyalty, your intention to leave to the company, and your satisfaction.

Overall Model for the Study



IFREI Study Framework



Worldwide IFREI Study: In progress in 22 countries



Methodology: quantitative
Instrument: structured questionnaires
Period: 2010-2011

Model FRe (Family-Responsible environment)



- A. Environment that systematically facilitates work-family balance
- B. Environment that occasionally facilitates work-family balance
- C. Environment that occasionally hinders work-family balance
- D. Environment that systematically hinders work-family balance

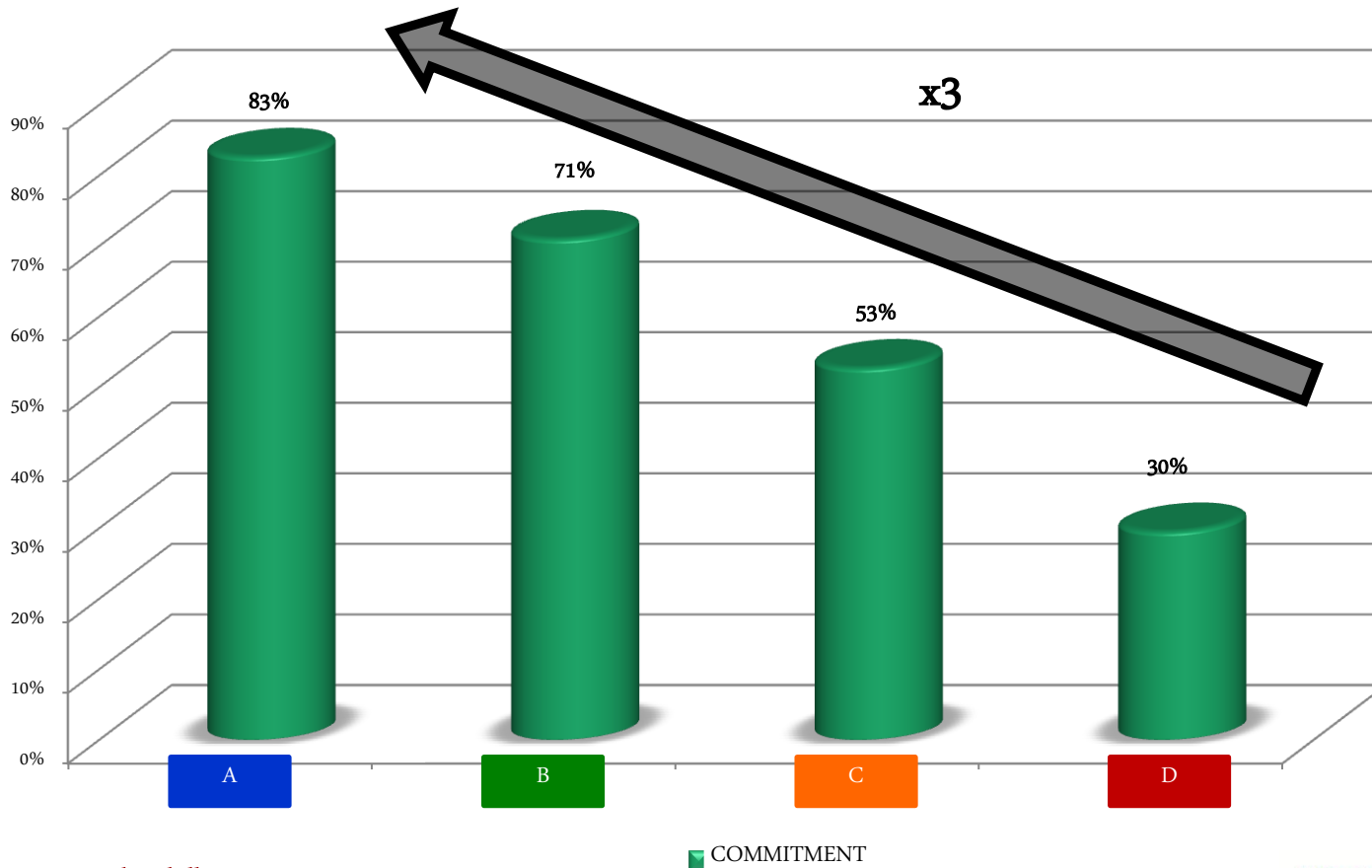
Model FRe (Family-Responsible environment)



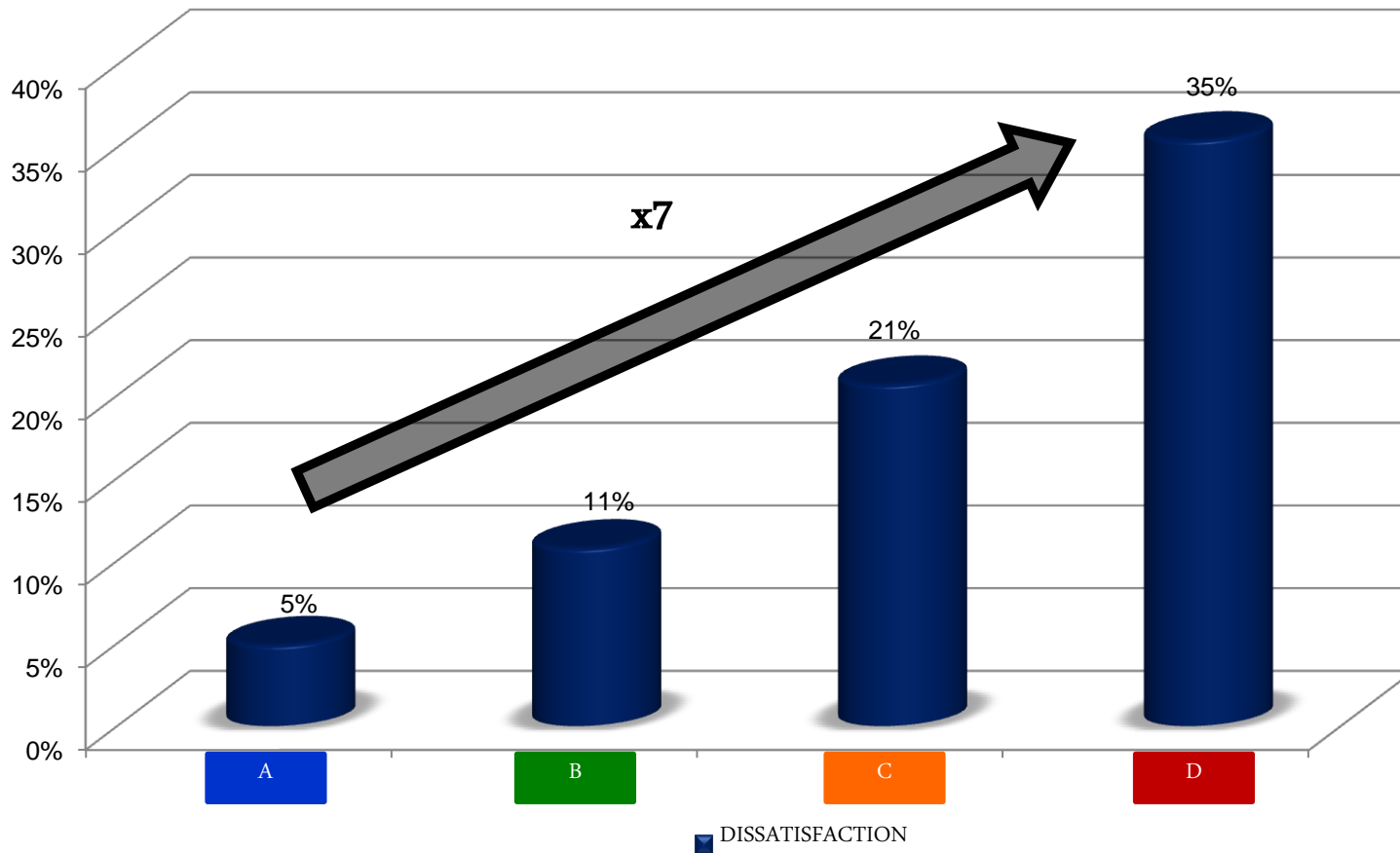
- 10% perceive that their environment systematically facilitates work-family balance
- 29% perceive that their environment occasionally facilitates work-family balance
- 49% perceive that their environment occasionally hinders work-family balance
- 12% perceive that their environment systematically hinders work-family balance



COMMITMENT

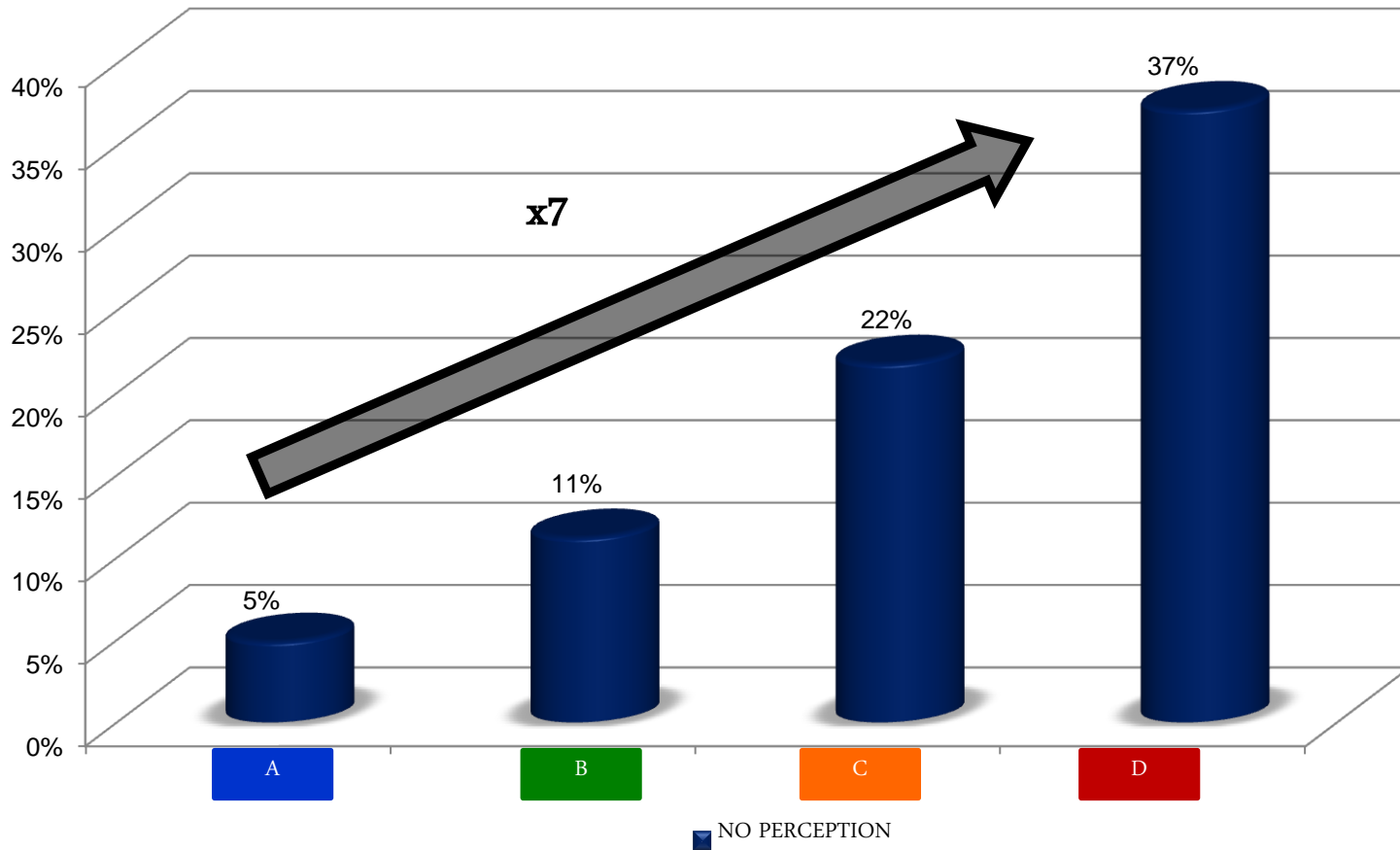


DISSATISFACTION



EMOTIONAL SALARY

PERCEPTION OF NOT HAVING EMOTIONAL SALARY



Impact on Individual Results: Family → Work Enrichment

The graphs “Impact on Individual Results: Family → Work Enrichment” refer to the following questions in the questionnaire:

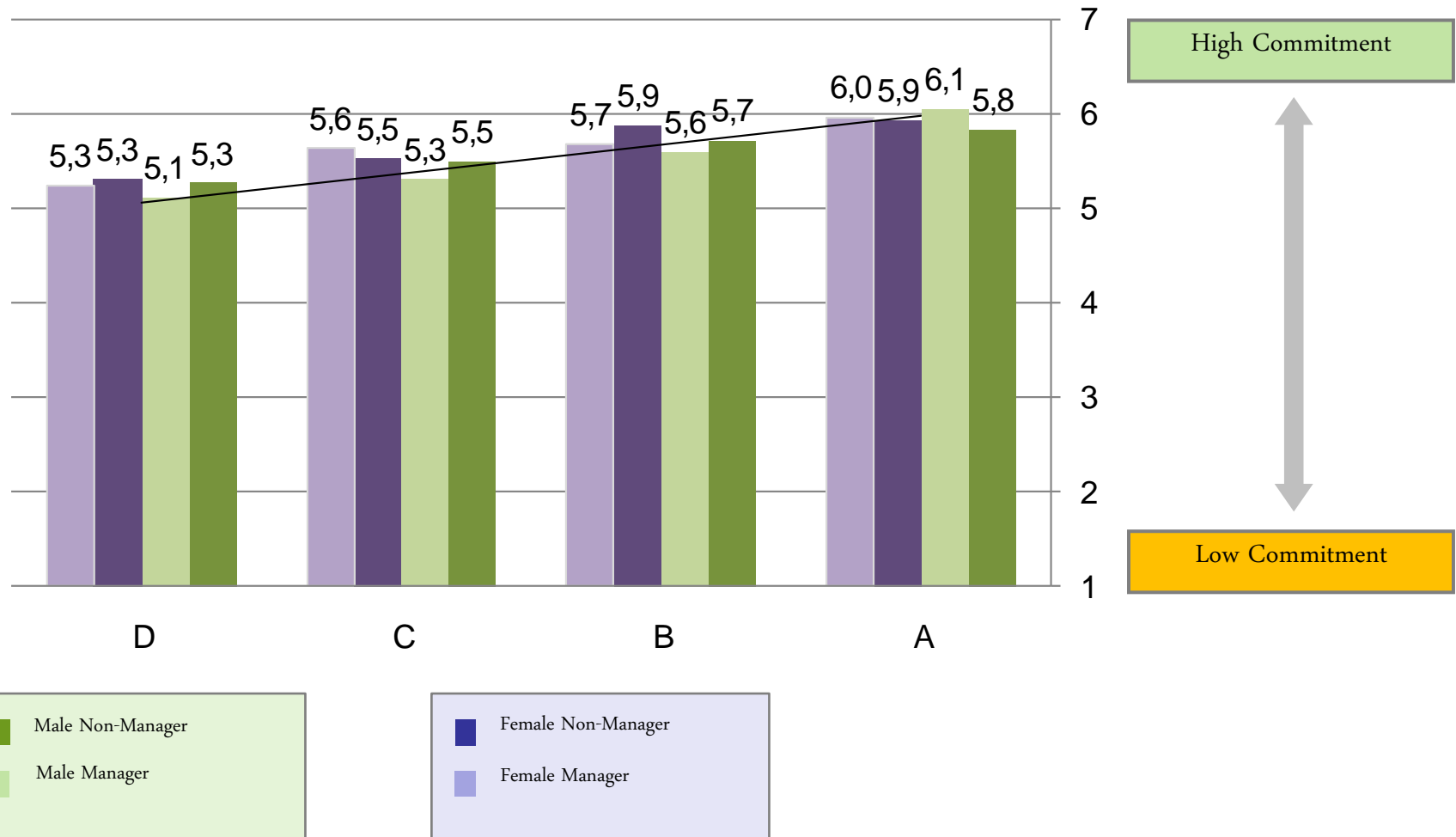
Do you agree with the following statements?

(1 = strongly disagree / 7 = strongly agree)

- Fulfilling my family responsibilities has enriched the interpersonal skills I need to succeed at work
- Overcoming obstacles at home has given me more confidence in my abilities at work
- Juggling multiple tasks at home has improved my ability to multi-task at work
- Being involved at home has enabled me to better understand people at work



Impact on Individual Results: Family → Work Enrichment



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Management competencies and their development in families



Most valued management competencies in companies	Their development in the family
1. Client orientation	Thinking and acting in-line with the needs of family members
2. Leadership	Set an example to be followed
3. Integrity	Gain trust by being consistent in what you think, say and do
4. Initiative	Pro-activeness, anticipation to serve the needs of others
5. Teamwork	Contribution to a joint project according to the capacity of each person involved
6. Communication	Listening and empathetic skills
7. Business vision	Discovering the needs and opportunities of others
8. Personal improvement	Self-knowledge, self-criticism, willingness to learn
9. Decision making	Rationality and prudence, ability to stop the temperament and develop the character
10. Inter-functional orientation	Anticipation of consequences of our own action and omissions which will affect others

Impact on Individual Results:

Satisfaction with Work/Life Balance

The graphs of “Impact on Individual Results: Satisfaction with Work/Life Balance” refer to the following questions in the questionnaire:

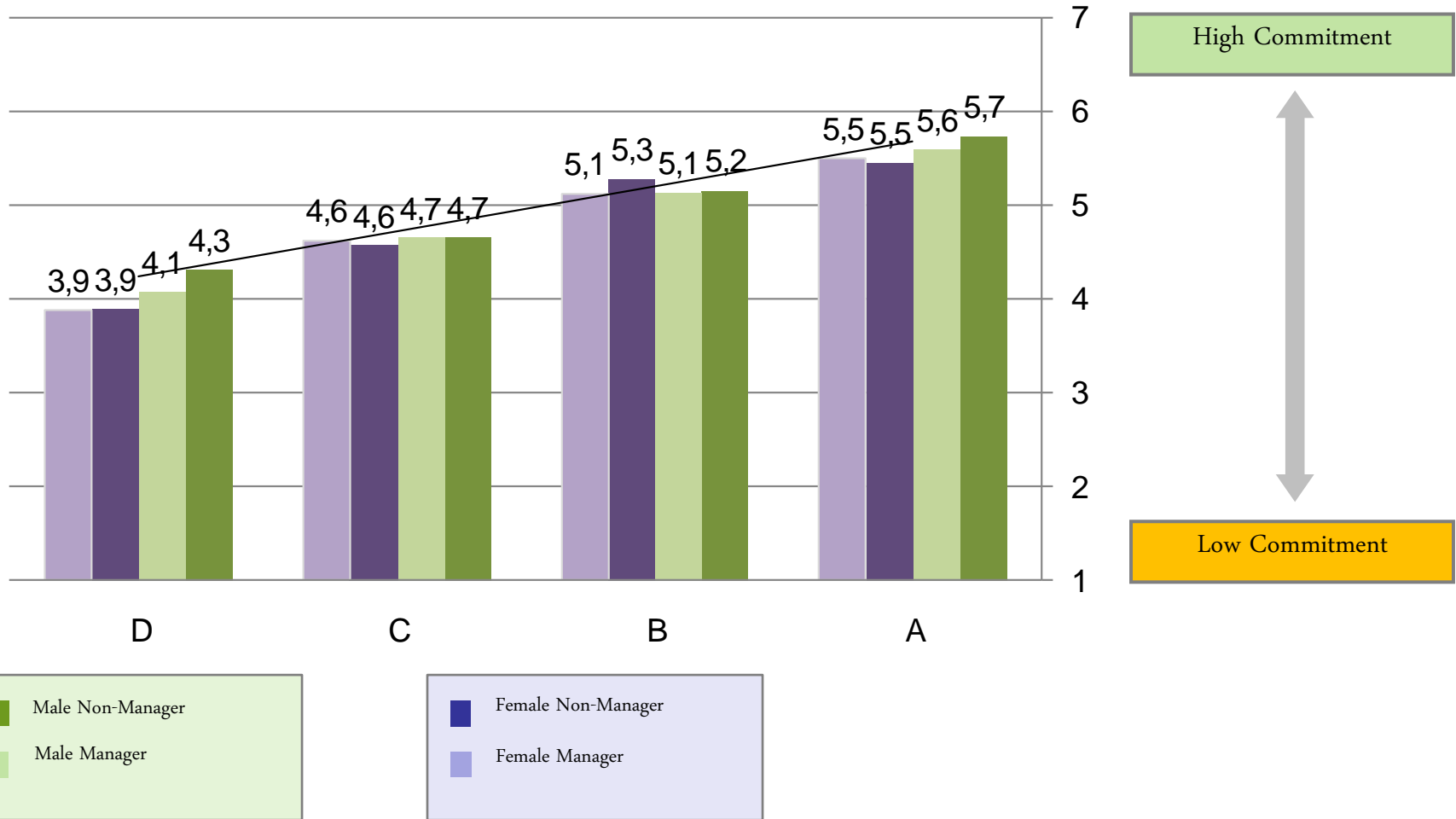
Please tell us how satisfied you are with the following aspects of your life

(1 = Very dissatisfied / 7 = Very satisfied)

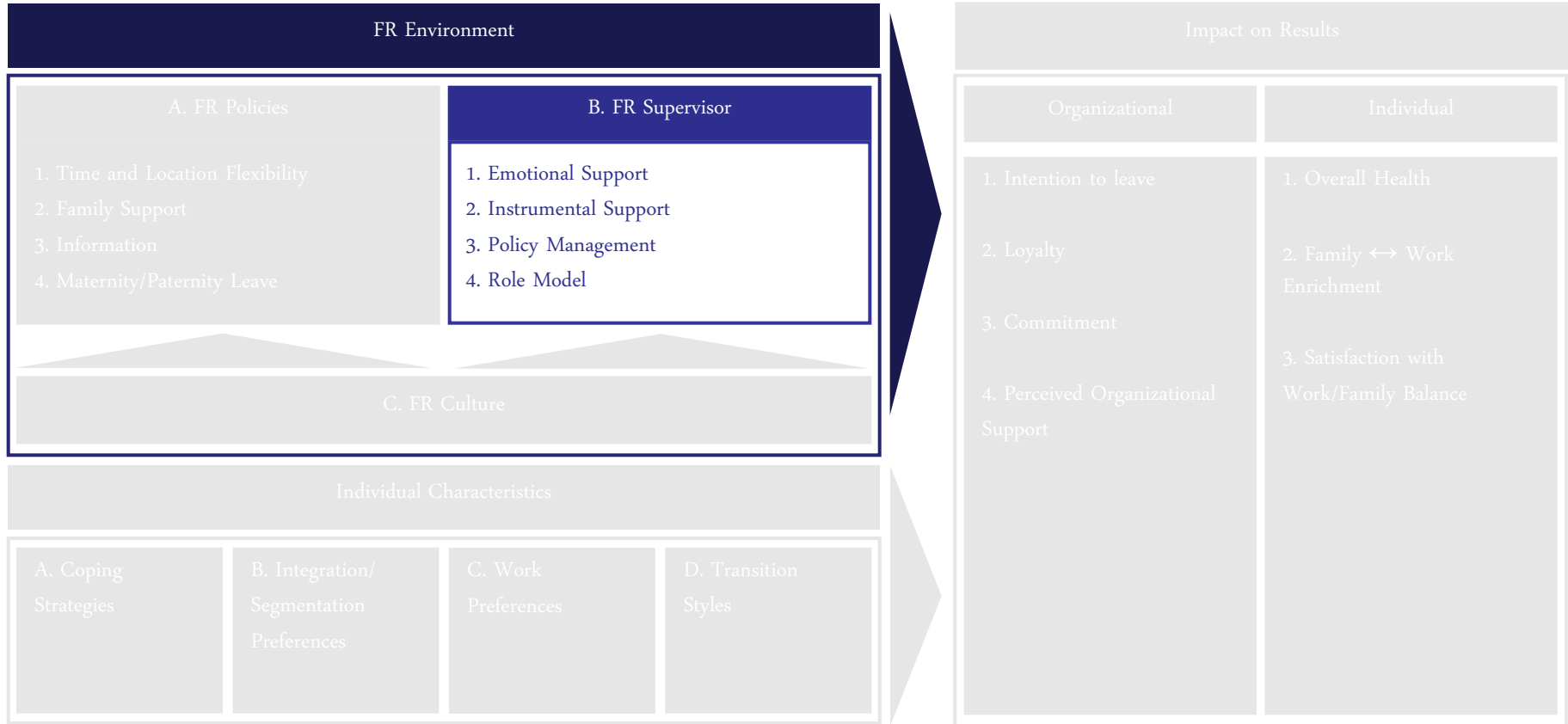
- The way I divide my time between work and personal or family life
- The way I divide my attention between work and home
- The way my personal and family life fit together
- My ability to balance the needs of your job with those of my personal or family life
- The opportunity to balance my job and look after my duties at home



Impact on Individual Results: Satisfaction with Work/Life Balance

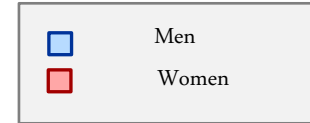
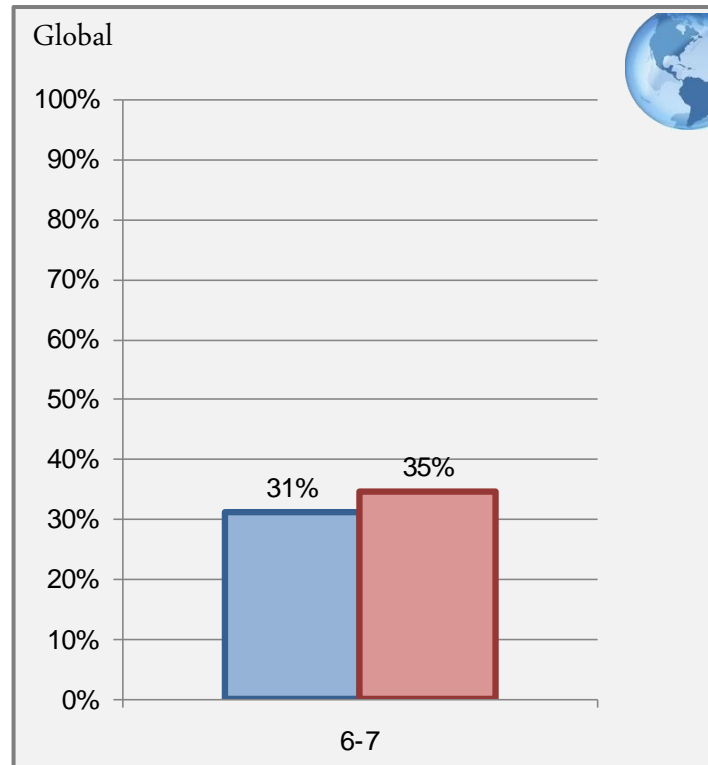


FR Supervisor



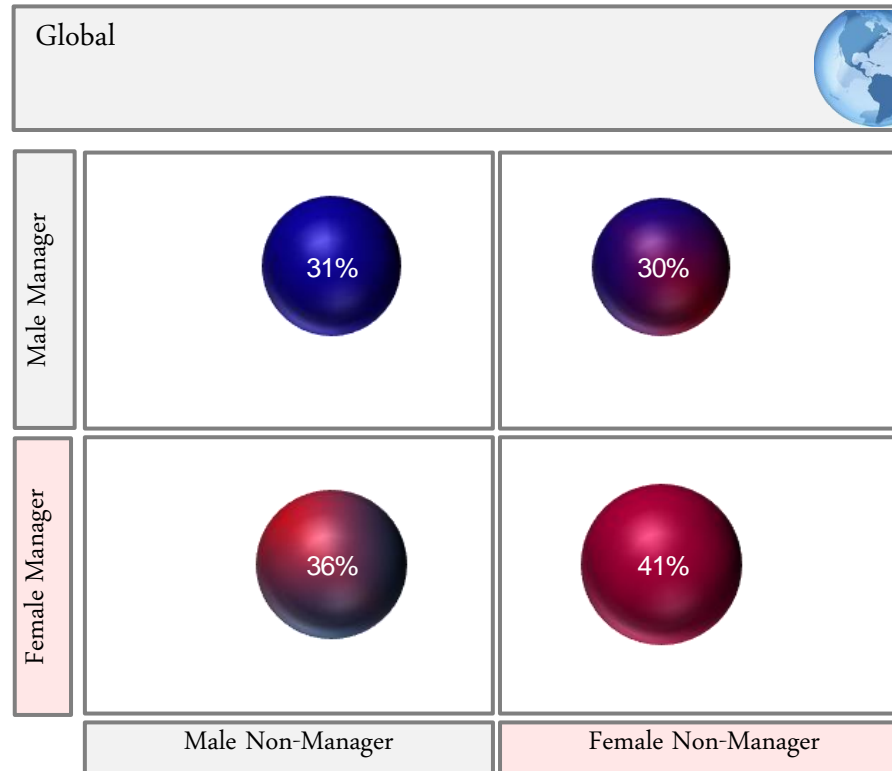
FR Supervisor:

Supervisors Showing Excellent Emotional Support



FR Supervisor:

Employee Perception of the Supervisor's Excellent Emotional Support



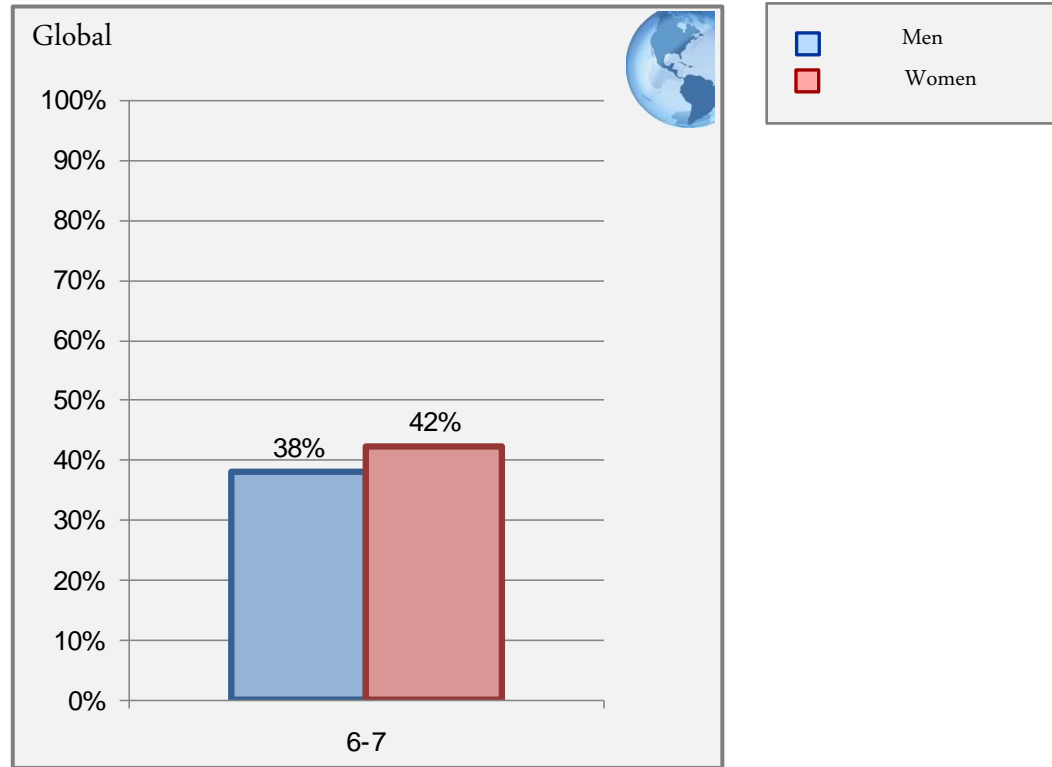
The graphic shows the percentage of employees who receive excellent emotional support from their supervisor. (score of 6-7 on a scale of 1-7, 7 being excellent)

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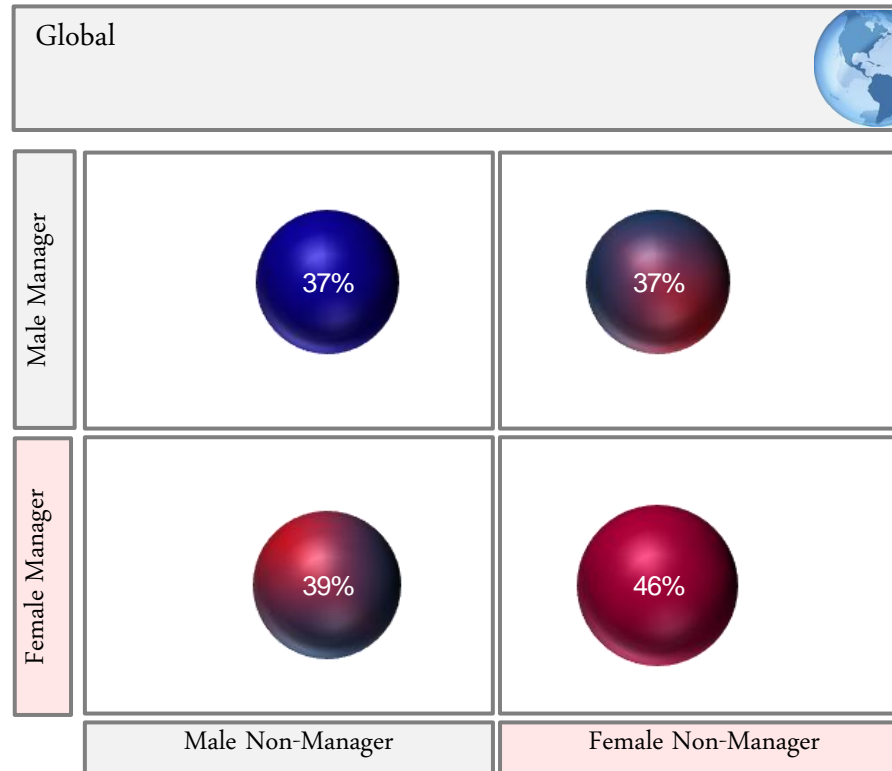
FR Supervisor:

Supervisors Who are Perceived as Excellent Role Models



FR Supervisor:

Employee Perception of the Supervisor as an Excellent Role Model

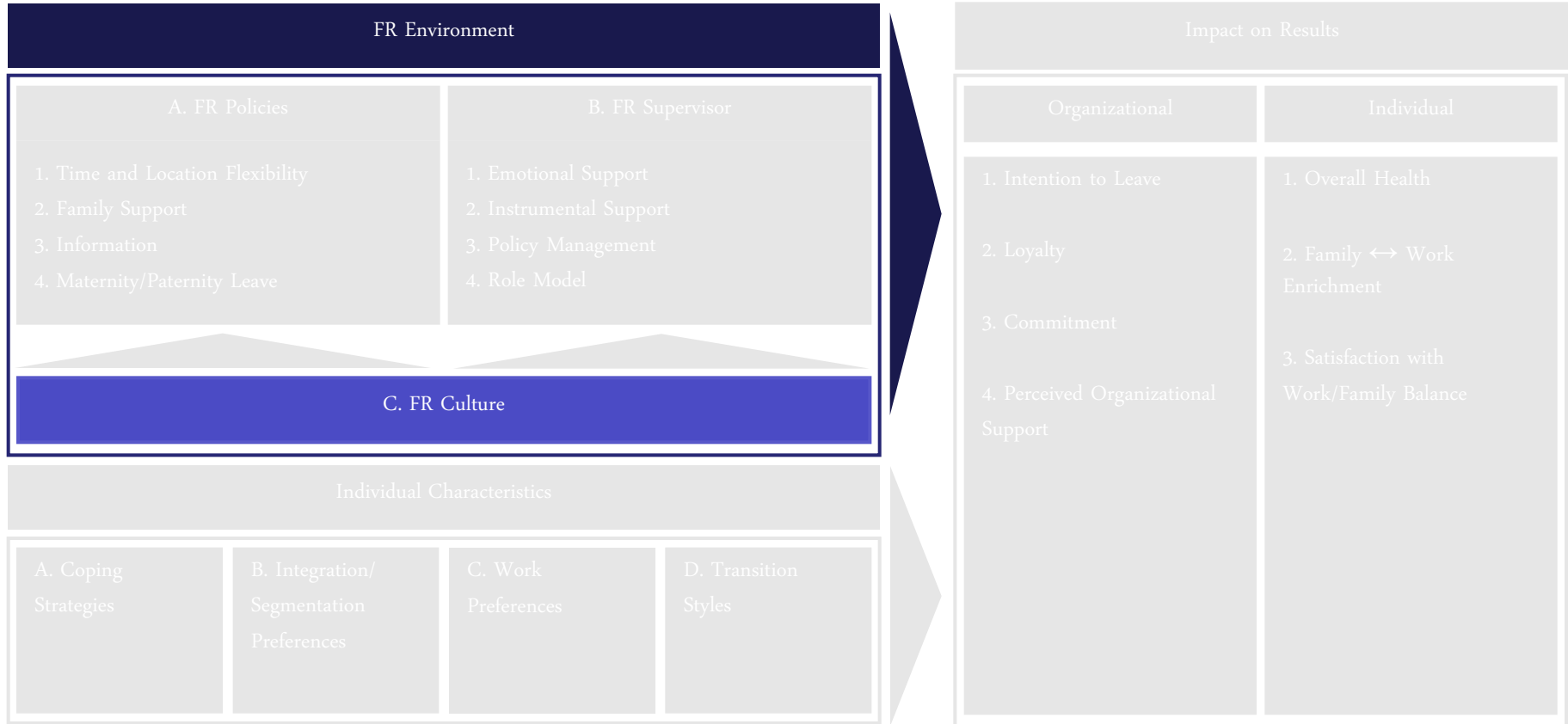


The chart shows the percentage of employees who perceive their supervisor as an excellent role model. (score of 6-7 on a scale of 1-7, 7 being excellent)

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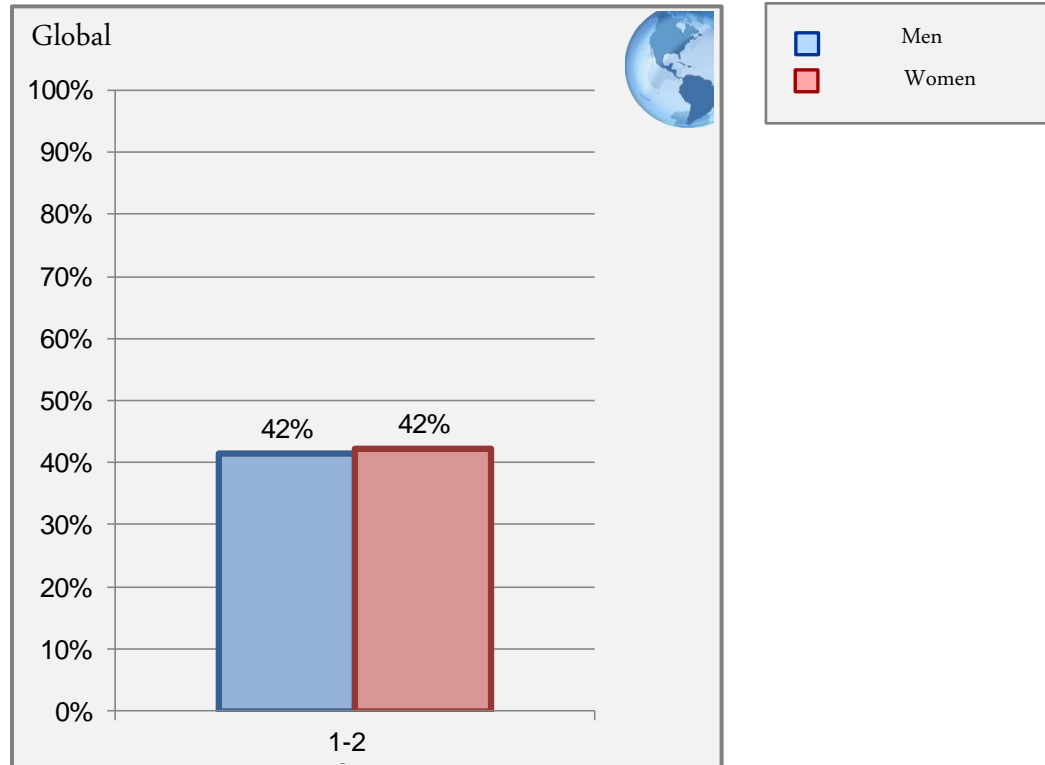
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FR Organizational Culture



FR Organizational Culture:

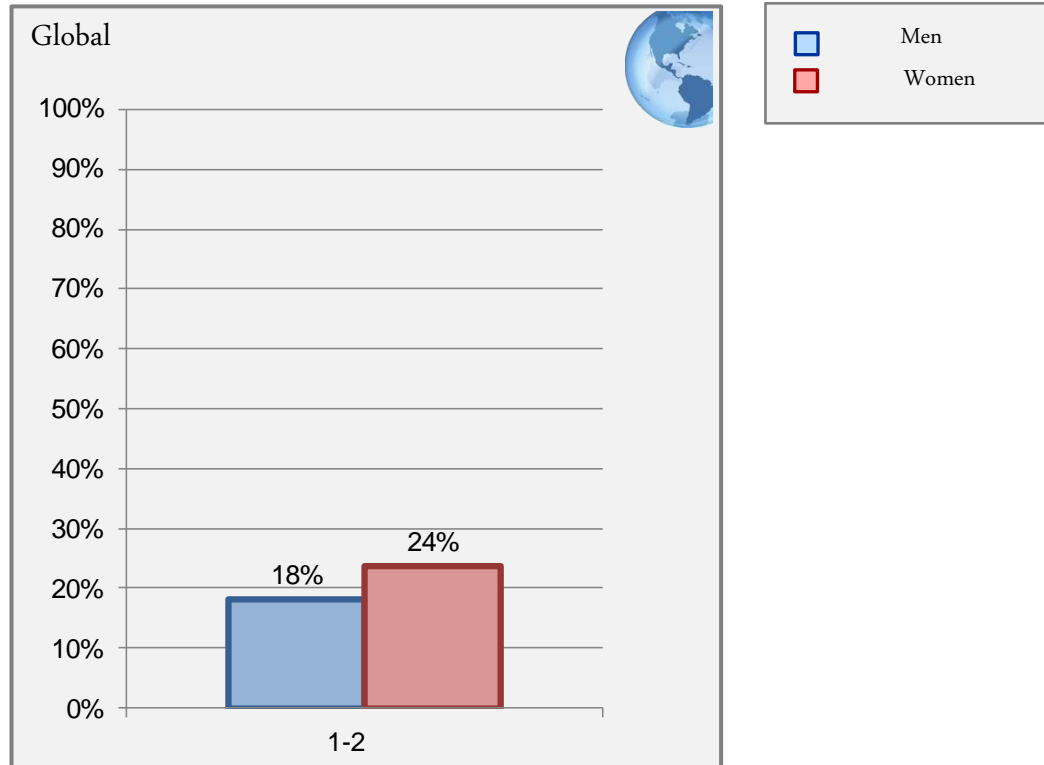
Co-Workers Who Respect Extended Maternity or Paternity Leave



The 1-2 signifies that co-workers are not bothered by extended leaves. Therefore, it is an FR culture.

FR Organizational Culture:

Negative Consequences for the Career due to FR Behavior



The 1-2 signifies that there are no negative consequences. Therefore, it is an FR culture.

FR Organizational Culture:

Expectations regarding Workload and Working Hours

El The graph “FR Organizational Culture: FR Expectations regarding Workload and Working Hours” refers to the following questions in the questionnaire:

Do you agree with the following statements?

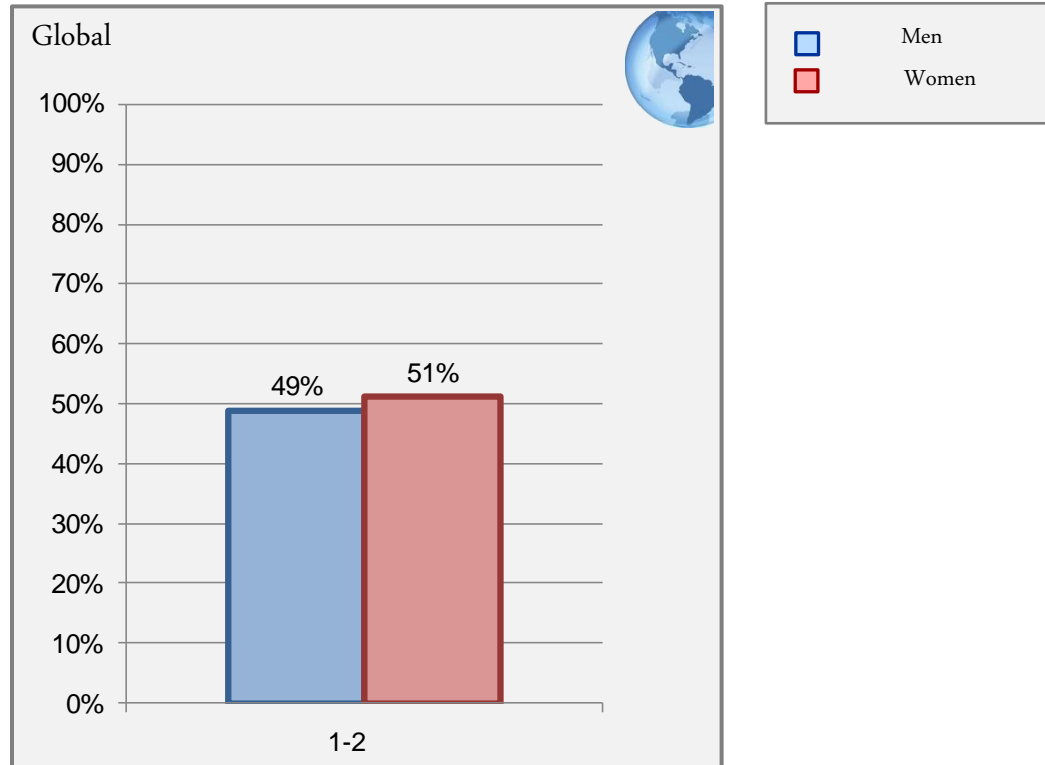
(1 = strongly disagree / 7 = strongly agree)

- To get ahead at this organization, employees are expected to work more than 50 hours a week, whether at the workplace or at home
- Employees are often expected to take work home in the evenings and/or on weekends
- Employees are regularly expected to put their jobs before their families
- To be viewed favorably by top management, employees in this organization must constantly put their jobs ahead of their families or personal lives

In this dimension, the lower the score between 1 and 7, the more family-responsible the culture.

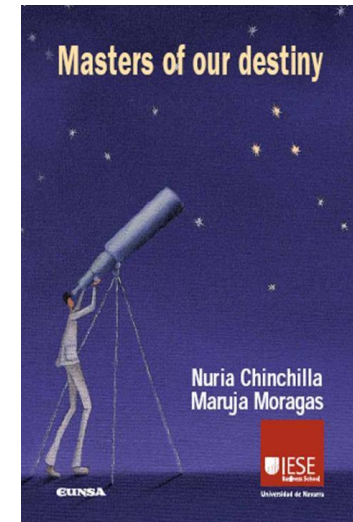
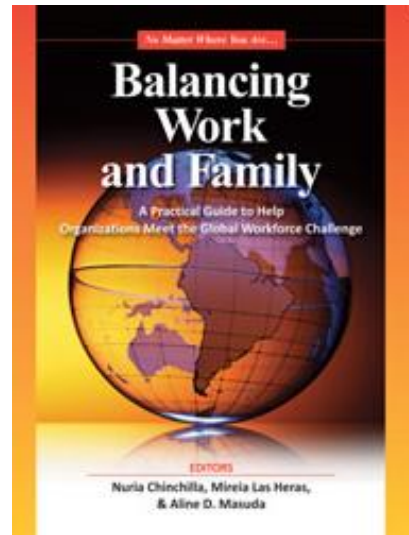
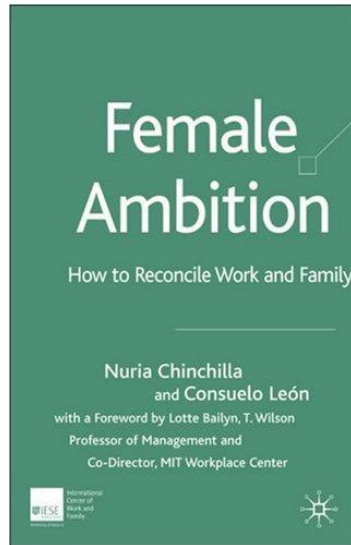
FR Organizational Culture:

FR Expectations regarding Workload and Working Hours



The 1-2 signifies that there are no expectations regarding workload and hours. Therefore, it is an FR culture.

Bibliography



www.iese.edu/icwf

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