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

Prof. Dr. Nuria Chinchilla, IESE

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

- High levels of perceived stress
- High risk of burnout
- Burden to health-care system
- Cost of absenteeism to employers
- Difficulties to care for the elderly
- People tend to cope by having fewer children
Social Changes

Changing ECONOMY:
- Women in labour force
- Service sector
- Downsizing

Changing TECHNOLOGY:
- Instant communication
- Death of distance
- 24/7

Changing DEMOGRAPHY:
- Rapid aging of population
- Diversity
- Low fertility rates

Changes in the way we work

Changes in family and home functioning

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.**

<table>
<thead>
<tr>
<th>Childcare Type</th>
<th>Married Males</th>
<th>Married Females</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Primary Childcare</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basic</td>
<td>0:56</td>
<td>2:21</td>
</tr>
<tr>
<td>Physical Care, supervision of child</td>
<td>0:47</td>
<td>1:57</td>
</tr>
<tr>
<td>Transporting a child</td>
<td>0:09</td>
<td>0:24</td>
</tr>
<tr>
<td><strong>Quality</strong></td>
<td><strong>0:23</strong></td>
<td><strong>0:23</strong></td>
</tr>
<tr>
<td>Total</td>
<td>1:19</td>
<td>2:44</td>
</tr>
<tr>
<td><strong>Secondary Childcare</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td><strong>0:12</strong></td>
<td><strong>0:23</strong></td>
</tr>
<tr>
<td><strong>Total Childcare</strong></td>
<td><strong>1:31</strong></td>
<td><strong>3:07</strong></td>
</tr>
</tbody>
</table>

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**

<table>
<thead>
<tr>
<th>Childcare Type</th>
<th>Married Males</th>
<th>Married Females</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>ISCED1</td>
<td>ISCED2</td>
</tr>
<tr>
<td>Primary Childcare</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basic Physical Care</td>
<td>0:46</td>
<td>0:44</td>
</tr>
<tr>
<td>Transporting a child</td>
<td>0:38</td>
<td>0:36</td>
</tr>
<tr>
<td>Quality</td>
<td>0:23</td>
<td>0:24</td>
</tr>
<tr>
<td>Total</td>
<td>1:09</td>
<td>1:08</td>
</tr>
<tr>
<td>Secondary Childcare</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1:09</td>
<td>1:08</td>
</tr>
<tr>
<td>Observations</td>
<td>438</td>
<td>396</td>
</tr>
</tbody>
</table>

**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

FORMAL SYSTEMS

MANAGEMENT STYLES

MISSION AND VALUES
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

The Country

- Legislation
- Culture and values

Work Environment

- Policies
- Supervisor
- Culture

Impact on Results

- Organizational
- Individual

Your FR Environment

- Individual characteristics
- Responsibility and role at home

The Individual
# IFREI Study Framework

## FR Environment

### A. FR Policies
1. Flexibility with Time and Space
2. Family Support
3. Information
4. Maternity/Paternity Leave

### B. FR Supervisor
1. Emotional Support
2. Instrumental Support
3. Policy Management
4. Role Model

### C. FR Culture

## Individual Characteristics

### A. Coping Strategies

### B. Integration/Segmentation Preferences

### C. Job Preferences

### D. Transition Styles

## Impact on Results

### Organizational
1. Intention to Leave
2. Loyalty
3. Commitment
4. Perceived Organizational Support

### Individual
1. Overall Health
2. Family ↔ Work Enrichment
3. Satisfaction with Work/Family Balance
Worldwide IFREI Study: In progress in 22 countries

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

NORTH AND CENTRAL AMERICA
- Canada
- Costa Rica
- El Salvador
- Guatemala
- Mexico

SOUTH AMERICA
- Argentina
- Brazil
- Chile
- Colombia
- Ecuador
- Peru
- Venezuela

EUROPE
- Germany
- Italy
- Netherlands
- Portugal
- Spain

AFRICA
- Kenya
- Nigeria

ASIA
- China
- Philippines

AUSTRALIA
- New Zealand
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

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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
DISSATISFACTION

A
B
C
D

5%
11%
21%
35%

x7

Dissatisfaction
EMOTIONAL SALARY

PERCEPTION OF NOT HAVING EMOTIONAL SALARY

A 5%
B 11%
C 22%
D 37%
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

<table>
<thead>
<tr>
<th></th>
<th>Male Non-Manager</th>
<th>Male Manager</th>
<th>Female Non-Manager</th>
<th>Female Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>D</td>
<td>5.5</td>
<td>5.3</td>
<td>5.1</td>
<td>5.3</td>
</tr>
<tr>
<td>C</td>
<td>5.7</td>
<td>5.5</td>
<td>5.3</td>
<td>5.3</td>
</tr>
<tr>
<td>B</td>
<td>5.4</td>
<td>5.9</td>
<td>5.6</td>
<td>5.7</td>
</tr>
<tr>
<td>A</td>
<td>6.0</td>
<td>5.9</td>
<td>6.1</td>
<td>5.8</td>
</tr>
</tbody>
</table>

1. **High Commitment**
2. **Low Commitment**

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### Management competencies and their development in families

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

- Male Non-Manager
- Male Manager
- Female Non-Manager
- Female Manager
FR Supervisor

FR Environment

A. FR Policies
1. Time and Location Flexibility
2. Family Support
3. Information
4. Maternity/Paternity Leave

B. FR Supervisor
1. Emotional Support
2. Instrumental Support
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4. Role Model

C. FR Culture

Impact on Results

Organizational
1. Intention to leave
2. Loyalty
3. Commitment
4. Perceived Organizational Support

Individual
1. Overall Health
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Individual Characteristics

A. Coping Strategies
B. Integration/Segmentation Preferences
C. Work Preferences
D. Transition Styles
FR Supervisor:
Supervisors Showing Excellent Emotional Support

![Bar Chart]

- Men: 31%
- Women: 35%

Global

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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)
FR Supervisor:
 Supervisors Who are Perceived as Excellent Role Models

<table>
<thead>
<tr>
<th>Global</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>100%</td>
<td>38%</td>
<td>42%</td>
</tr>
<tr>
<td>90%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>80%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>70%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>60%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>50%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>40%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>30%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>20%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>0%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Male (38%) vs. Female (42%) in Global Perception of Supervisors 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)
FR Organizational Culture

FR Environment

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Impact on Results

<table>
<thead>
<tr>
<th>Organizational</th>
<th>Individual</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Intention to Leave</td>
<td>1. Overall Health</td>
</tr>
<tr>
<td>2. Loyalty</td>
<td>2. Family ↔ Work Enrichment</td>
</tr>
<tr>
<td>3. Commitment</td>
<td>3. Satisfaction with Work/Family Balance</td>
</tr>
<tr>
<td>4. Perceived Organizational Support</td>
<td></td>
</tr>
</tbody>
</table>

Individual Characteristics

A. Coping Strategies
B. Integration/Segmentation Preferences
C. Work Preferences
D. Transition Styles
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

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

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