



## FEATURE



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## RELINKING LIFE AND WORK

BY RHONA RAPOPORT, LOTTE BAILYN,  
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**Editor's Note:** The material in this article is based on a research project the authors completed in collaboration with Xerox Corporation, Tandem Computers, Inc., and Corning, Inc.

**T**he modern workplace is far less than ideal for workers who want integrated lives. As one engineer put it, "The problem isn't for those who have decided to put work first and family second. They can do just fine here. And it isn't for those who

give false reasons for leaving work early. They feel that attending a community board or civic meeting is not likely to brand them as uncommitted, while taking a child for a physical might. Some secretly take children on business trips. Others leave their computers on while picking up children from sporting events, hoping that colleagues passing by will think they are in a meeting.

**When Individuals Try to**

leader rotated group members to take her place on the fifth day, she developed their self-management skills. By all measures, including productivity and satisfaction, the group was thriving. But the arrangement did not last long. In the end, the manager was stripped of her supervisory duties and moved to the bottom category of performance. Management regarded the team leader's efforts as a negative reflection of her future potential and management capability. Similarly, a full-time sales techni-

# Relinking Life And Work Toward A Better Future

**Bernardo M. Ferdman, Barbara R.  
Deane**



## **Relinking Life And Work Toward A Better Future:**

**Relinking Life and Work** Rhona Rapoport, Lotte Bailyn, 1997-08 Explores the integration of personal work life the way in which cultural assumptions about the separation of work family affect men women differently Divided into four sections it studies the historical social factors underlying the current separation between work life personal life the strategic linking of work family the process of change in the workplace to help employees better integrate their work personal lives The concluding section identifies the lessons learned the challenges to ensure sustain change in the future **Career Frontiers** Maury Peiperl, 2000 The topic of careers has become both increasingly important and increasingly complex Contemporary economies have brought about changes in the nature of careers and uncertainty in the structure and longevity of firms and their ability to offer long term employment Corporate policy makers struggle with alternatives to traditional employment structures while individuals struggle to decide whether and how they ought to become more independent of such structures pursuing what some have called post corporate or boundaryless careers This volume is an integrated survey of some of the best current thinking and research on careers Presented as a series of chapters by an international group of experts and knit together through themes and dialogues it advances our understanding of the deeper meaning of changes in careers and of the interrelationships and longer term consequences of those changes **Women's earnings work patterns partially explain difference between men's and women's earnings.** , 2003 *Diversity at Work* Bernardo M. Ferdman, Barbara R. Deane, 2013-11-18 *Diversity at Work* The Practice of Inclusion How can organizations their leaders and their people benefit from diversity The answer according to this cutting edge book is the practice of inclusion *Diversity at Work* The Practice of Inclusion a volume in SIOP's Professional Practice Series presents detailed solutions for the challenge of inclusion how to fully connect with engage and empower people across all types of differences Its editors and chapter authors all topic experts ranging from internal and external change agents to academics effectively translate theories and research on diversity into the applied practice of inclusion Readers will learn about the critical issues involved in framing designing and implementing inclusion initiatives in organizations and supporting individuals to develop competencies for inclusion The authors diverse voices combine to provide an innovative and expansive model of the practice of inclusion and to address its key aspects at the individual group and organizational levels The book designed to be a hands on resource provides case studies and illustrations to show how diversity and inclusion operate in a variety of settings effectively highlighting the practices needed to benefit from diversity This comprehensive handbook Explains how to conceptualize operationalize and implement inclusion in organizations Connects inclusion to multiple dimensions of diversity including gender race ethnicity nationality social class religion profession and many others in integrative ways incorporating specific and relevant examples Includes models illustrations and cases showing how to apply the principles and practices of inclusion Addresses international and multicultural perspectives throughout including many examples Provides practitioners with key perspectives and tools for

thinking about and fostering inclusion in a variety of organizational contexts Provides HR professionals industrial organizational psychologists D I practitioners and those in related fields as well as anyone interested in enhancing the workplace with a one stop resource on the latest knowledge regarding diversity and the practice of inclusion in organizations This vital resource offers a clear understanding of and a way to navigate the challenges of creating and sustaining inclusion initiatives that truly work     The SAGE Handbook of Conflict Communication John G. Oetzel, Stella Ting-Toomey, 2006-01-18 The SAGE Handbook of Conflict Communication Integrating Theory Research and Practice is the first resource to synthesize key theories research and practices of conflict communication in a variety of contexts Editors John Oetzel and Stella Ting-Toomey as well as expert researchers in the field emphasize constructive conflict management from a communication perspective which places primacy in the message as the focus of conflict research and practice     Five Generations and Only One Workforce: How Successful Businesses Are Managing a Multigenerational Workforce Management Association, Information Resources, 2019-07-05 Due to more individuals retiring at a later age today s workforce consists of five generations of workers with various educational backgrounds ages experience levels and skills Managers and business owners are now faced with the challenge of providing a work space that encourages the new ideals of millennials while also balancing the needs and desires of older employees As such new methods and strategies of working and managing efficiency in the workplace need to be explored Five Generations and Only One Workforce How Successful Businesses Are Managing a Multigenerational Workforce examines pivotal issues surrounding generational differences and management in the workplace including challenges in employee engagement project management and training Highlighting a range of topics such as generation gap workforce diversity and senior workers this publication is an ideal reference source for business practitioners managers executives professionals human resources managers and researchers who are seeking more information on managing a multigenerational workforce     **Family Disintegration** Anton Purcell, 2002 The contemporary family is being distracted disturbed and distraught by societal pressures from every direction The nuclear family concept believed crucial to child rearing is becoming pass according to census data Or has the wave of disruption to families crested It is hoped that this bibliography will serve as a useful tool to researchers seeking further information on families and the pressures being exerted upon them in the 21st century     **The Palgrave Handbook of Fulfillment, Wellness, and Personal Growth at Work** Joan Marques, 2023-08-31 This handbook discusses the role of sustainability well being and growth in engagement and purpose at work When employees are dissatisfied with their job they tend to be disengaged and less productive Given the correlation between job satisfaction and job performance organizations are looking for ways to increase employee engagement and productivity Divided into three sections this work opens with an examination of the concept of work then discusses fulfillment of workforce members at mental emotional and spiritual levels The next section on wellness explores drivers that advance interhuman approaches and trends including meaning leadership happiness resilience

and motivation The last section focuses on personal and professional growth through the cultivation of an entrepreneurial mindset but also justice equity and interactive flourishing through the promotion of positive trends or the conscious reduction of toxic ones With contributions from a global cluster of scholars this book offers readers broad perspectives on the potential nature of work as a gratifying vocation It will serve as a horizon expanding reference for those researching topics related to meaningful work and workplace fulfillment and thriving *Joined at the Heart* Albert Gore,Al Gore,Tipper

Gore,2003-11 In this moving exploration of the contemporary family landscape the Gores share stories drawn from their own experiences as well as introduce readers to a dozen other families they have come to know over the years **Starting in**

**Our Own Backyards** Ann Bookman,2004-06-01 Containing interviews with more than 100 middle class working parents in the Boston area Bookman vividly illustrates the inherent conflicts faced by today s two working parent families and the often unfortunate consequences for the community In an important departure from the ongoing debate she offers a new paradigm for the relationship between paid and unpaid work that could invigorate both family life and the quality of civil society

**Work and Family in America** Leslie Stebbins,2001-08-13 Surveying current research findings social trends and public controversies *Work and Family in America* examines the changing cultures of the workplace family and home Once viewed as a women and day care problem work family now encompasses a vast and complex set of issues Eldercare Fatherhood Telecommuting Pay equity Employee productivity and retention Feminism Child care and childcare development Youth violence Welfare Nontraditional families and family values This extensive overview of this burgeoning field includes everything from a detailed history and statistics comparing trends in the United States and abroad to key legislation and legal cases It gives biographical sketches of well known activists like Betty Friedan Arle Hothschild and Rosabeth Moss Kanter Lesser known advocates like James A Levine director of the Fatherhood Project at the Family and Work Institute and MIT professor Lotte Bailyn who believes work should be organized around tasks not time are also included **Equity in the**

**Workplace** Heidi Gottfried,Laura Reese,2008-01-01 This edited collection assembles cutting edge comparative policy research on contemporary policies relevant to gender Contributors analyze gender related employment policies including parental leave maternity programs sexual harassment work life balance and gender mainstreaming *Equity in the Workplace* thoroughly illustrates how the juxtaposition of a variety of research methodologies focused on a common theme can lead to a richer multilayered understanding of a complex issue A Community Spirit of Caring Begins with You Jan Roberts,2001-08

The Spirit of Caring Movement is based on the simple yet transformative belief that the cultural emphasis on materialism and self interest is not what is most important to people Instead most people are yearning for a meaningful connection to others and to a purpose greater than themselves This movement validates the basic goodness of people and seeks ways to have this goodness reflected as a top priority wherever people work play and live It seeks to strengthen ethics and meaning in schools business law media healthcare neighborhoods and other areas of our lives **Taking Time** Mindy Fried,1998 There is a

growing movement among corporations to provide family benefits in order to attract and retain women workers. They recognize that these benefits have become a cost of doing business. Many of these benefits like child care and elder care are aimed at supporting employees' ability to stay on the job. Parental leave policies are an exception because they involve taking time away from the job. This timely book provides an inside look at life in a major U.S. corporation focusing on the impact of workplace culture on the use of parental leave and those who use it. Fried begins by describing why parental leave is critical to making parenting the job of both parents in two-parent families. She examines the varied experiences of different levels of workers in how parental leave policy is used. The author tells a rich and textured tale of day-to-day life in the skyscraper offices of a large corporation. How people dress, what their offices look like, which cafeteria they eat in, how the supervisors and supervised talk—all these things are part of the fabric of corporate culture that Fried describes. Most of us live in work cultures that value overtime. Fried argues that as a time policy, parental leave clashes with the powerful norm that corporate employees must work long and hard. Taking time for parenting a job that is devalued in our culture may be perceived as taking time away from the company and in particular from the company's productivity.

Communication Yearbook 27, 1982      **Communication Yearbooks Vols 6-33 Set** Various, 2021-12-02. The Communication Yearbook annuals originally published between 1977 and 2009 publish diverse state-of-the-discipline literature reviews that advance knowledge and understanding of communication systems, processes, and impacts across the discipline. Topics dealt with include Communication as Process, Research Methodology in Communication, Communication Effects, Taxonomy of Communication, and European Communication Theory. Information Systems Division, Mass Communication Research, Mapping the Domain of Intercultural Communication, Public Relations, Feminist Scholarship, Communication Law and Policy, Visual Communication, Communication and Cross-Sex Friendships Across the Life Cycle, Television Programming and Sex Stereotyping, Intercultural Communication, Training, Leadership, and Relationships, Media Performance Assessment, Cognitive Approaches to Communication.

Flexible Working and Organisational Change Bram Peper, J. van Doorne-Huiskes, Laura den Dulk, 2005-01-01. The central aim of this book is to consider to what extent changes in organisations and in the nature of jobs are compatible with the need increasingly expressed by employees for greater integration between work and family life. The book questions what sort of dilemmas modern and future employees face in terms of shaping their careers and organising their lives at home. The authors formulate answers to these problematic questions by shedding light on relevant developments in the European labour markets, the European workplaces, flexible working patterns, changing preferences for working hours, and in gender relations at work.

**Negotiating at Work** Deborah M. Kolb, Jessica L. Porter, 2015-01-27. Understand the context of negotiations to achieve better results. Negotiation has always been at the heart of solving problems at work. Yet today when people in organizations are asked to do more with less, be responsive 24/7, and manage in rapidly changing environments, negotiation is more essential than ever. What has been missed in much of the literature of the past 30

years is that negotiations in organizations always take place within a context of organizational culture of prior negotiations of power relationships that dictates which issues are negotiable and by whom. When we negotiate for new opportunities or increased flexibility we never do it in a vacuum. We challenge the status quo and we build out the path for others to negotiate those issues after us. In this way negotiating for ourselves at work can create small wins that can grow into something bigger for ourselves and our organizations. Seen in this way negotiation becomes a tool for addressing ineffective practices and outdated assumptions and for creating change. Negotiating at Work offers practical advice for managing your own workplace negotiations: how to get opportunities, promotions, flexibility, buy-in, support, and credit for your work. It does so within the context of organizational dynamics, recognizing that to negotiate with someone who has more power adds a level of complexity. This is true when we negotiate with our superiors and also true for individuals currently underrepresented in senior leadership roles whose managers may not recognize certain issues as barriers or obstacles. Negotiating at Work is rooted in real-life cases of professionals from a wide range of industries and organizations, both national and international. Strategies to get the other person to the table and engage in creative problem solving even when they are reluctant to do so. Tips on how to recognize opportunities to negotiate bolster your confidence prior to the negotiation. Turn asks into a negotiation and advance negotiations that get stuck. A rich examination of research on negotiation, conflict management, and gender. By using these strategies you can negotiate successfully for your job and your career in a larger field; you can also alter organizational practices and policies that impact others.

**Handbook of Research on Effective Communication, Leadership, and Conflict Resolution** Normore, Anthony H., Long, Larry W., Javidi, Mitch, 2016-02-26. In order for an organization to thrive it is essential to develop key strategies for interaction, leadership, and management within diverse settings. Refining these skills ultimately aids in the arbitration of any potential conflicts that may arise during intra-organizational interactions. The Handbook of Research on Effective Communication, Leadership, and Conflict Resolution evaluates operational strategies and interpersonal skill development for the successful leadership and management of modern organizations. Highlighting various governance and interaction techniques that assist in mediating organizational controversies, this handbook of research is a vital source for professionals, leaders, managers, and human resource specialists interested in developing skills needed to efficiently communicate, collaborate, and negotiate across differences within an organization.

*Competing Devotions* Mary Blair-Loy, 2009-07. The wrenching decision facing successful women who must choose between demanding careers and intensive family lives has been the subject of many articles and books, most of which propose strategies for resolving the dilemma. *Competing Devotions* focuses on broader social and cultural forces that create women's identities and shape their understanding of what makes life worth living. Mary Blair-Loy examines the career paths of women financial executives who have tried various approaches to balancing career and family. These mavericks, who face great resistance but are aided by new ideological and material resources that come with historical change, may eventually

redefine both the nuclear family and the capitalist firm in ways that reduce work family conflict

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Many professional women intuit that male colleagues whose spouse handle for them the details of everyday life are favored in the workplace Blair Loy confirms this intuition and shows us how it happens She captures how the cultural schemas of family devotion and work devotion contribute to the reproduction of gender inequality and how meeting the demands of a husband s job and other people s needs push professional women to progressively abandon their work to take care of others Her analysis also gives us hope by comparing the fate of pre and post baby boomers This is both an important scholarly contribution and a book that will help readers think differently about their lives It should be required reading for professional women who aspire to maintain multidimensional lives Mich le Lamont author of *The Dignity of Working Men* Morality and the Boundaries of Race Class and Immigration This is a fascinating book with an important message Blair Loy s findings are surprising She challenges conventional viewpoints She is on to something really new when she writes about not only the interplay between cultural norms and individual actions and institutional structures but on the cultural schemas that evoke deep emotional resonances An outstanding book Cynthia Fuchs Epstein author of *Deceptive Distinctions* Sex Gender and the Social Order Mary Blair Loy s book transcends old debates about work and family by examining the women who have beaten the odds and risen to the top Her detailed examination of careers and strategies perfectly complements her subtle analysis of the schemas and visions these women have for their lives Blair Loy has given us not only a splendid view into a little known world but also a new way of understanding the dynamic interplay of work and family Looking beyond the static conflict we have studied so much she shows how creative women put traditional schemas of family and work into a mutual transformation to build for themselves a new and more livable world Andrew Abbott author of *Time Matters*



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