



FEATURE



SYSTEMS THINKER®

BUILDING SHARED UNDERSTANDING

VOL. 9 NO. 2

OCTOBER 1998

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.

The 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

Deborah Kolb, Judith Williams



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 *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

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 Conscious Capitalism David A. Schwerin, 2012-08-21 *Conscious Capitalism* shows how the principles of ancient wisdom are directly relevant to modern day business Drawing on thirty years of financial and executive experience Schwerin addresses contemporary issues faced regularly by people worldwide Personal experiences corporate field trip and interviews with top executives bring both the anguish and the triumph of our business world to life *Conscious Capitalism*'s most significant contribution is its practical integration of formerly enshrouded principles with today's frenetic world of investing and commerce **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 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 The is true when we negotiate with our superiors and also true for individuals currently under represented 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 **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 in flexible working patterns changing preferences for working hours and in gender relations at work

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

Creating Authentic Organizations Robin Ryde, Lisa Sofianos, 2014-10-03 Our identity is often bound up what we do at work The work we do goes

some way to describing who we are what we stand for and it reveals in one dimension at least a tangible and valued contribution that we make to the world Authenticity in organizations matters more than ever In today s complex and global economy it s more important than ever that we empower employees to bring their authentic selves to work Doing so leads to increased innovation productivity more thoughtful risk taking a sense of responsibility and enhanced adaptiveness to change Creating Authentic Organizations goes beyond the remit of authentic leadership and shows how the concept of authenticity can and should be applied to your organization It offers a new management framework based on the freedom to operate meaningful dialogue and a deep search for personal meaning at work autonomy and the opportunity to make an impact is a key driver of productivity With simple and powerful models and strategies to bring about workplace authenticity this bold and cutting edge approach will show you how to ensure more authentic dialogue and encourage open and meaningful discussion around threats and challenges Creating Authentic Organizations gives you the tools to bridge the gap between the corporate persona and the authentic self leading to greater employee engagement well being and organizational resilience Online supporting resources include an authenticity and freedoms diagnostic tool and guidance notes 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 Table of Contents Introduction 1 The Devotion to Work Schema 2 The Devotion to Family Schema 3 Reinventing Schemas Creating Part Time Careers 4 Reinventing Schemas Family Life among Full Time Executive Women 5 Turning Points 6 Implications Appendix Methods and Data Notes References Acknowledgments Index 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*

The Shadow Negotiation Deborah Kolb, Judith Williams, 2001-02-13 At last here is a book that shows women how to recognize the Shadow Negotiation in which the unspoken attitudes hidden assumptions and conflicting agendas that drive the bargaining process play out and how to use that knowledge to their advantage Each time people bargain over issues a promotion a contract with a new client a bigger role in decision making a parallel negotiation unfolds beneath the surface of the formal discussion Bargainers constantly maneuver to determine whose interests and needs will hold sway whose opinions will matter and how cooperative each person will be in reaching an agreement How the issues are resolved hangs on the actions people take in the shadow negotiation yet it is in this shadow negotiation that women most often run into trouble The most productive negotiations take place when strong advocates can connect with each other Good results depend equally on a bargainer's positioning her ideas for a fair hearing and on being open to the other side's point of view But traditionally women have not fared well on either front Often they let negotiable moments slip by and take the first no as a final answer or their efforts to be responsive to the other side's position are interpreted as accommodation As a result women can come away from negotiations with fewer dollars perks plum assignments or less say in decision making than men To negotiate effectively women must pay attention to acts of self sabotage as well as to the moves others make in the shadow negotiation By bargaining more strategically women can establish the terms of their advocacy their voice and at the same time encourage the open communication essential to a collaborative discussion in which not only acceptable but creative agreements can be worked out Written by Deborah M Kolb and Judith Williams two authorities in the field *The Shadow Negotiation* shows women a whole new way to think about the negotiation process Kolb and Williams identify the common stumbling blocks that women encounter and present a game plan for turning their particular strengths to their advantage Based on extensive interviews with hundreds of business women *The Shadow Negotiation* provides women with a clear insightful guide to the hidden machinations that are at work in every bargaining situation

Critical Management Studies at Work Julie Wolfram Cox, Tony G. LeTrent-Jones, Maxim Voronov, David Weir, 2009-01-01 This is an excellent text It covers an impressive range of salient topics Moreover it provides a nuanced considered and balanced treatment of both conceptual

and practical aspects of critical management studies Cliff Oswick Queen Mary University of London UK This book is the first of its kind to reflect on what it means to actually perform critical management studies CMS how consultants researchers teachers and managers negotiate the tensions they experience in their everyday practice Critical management studies seeks to expose the hidden workings of power as well as to identify and reform the mundane and frequently unnoticed practices that privilege some groups and individuals at the expense of others creating injustices in organizations and in the society at large The authors show how CMS draws on a variety of approaches to translate its insights into practice Combining rich theoretical and empirical contributions with reflections on CMS practice in various forms this unique book is essential reading for critical researchers educators and graduate students in business and management fields 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 *The Dance of Change* Peter M. Senge, 2014-05-14 Since Peter Senge published his groundbreaking book *The Fifth Discipline* he and his associates have frequently been asked by the business community How do we go beyond the first steps of corporate change How do we sustain momentum They know that companies and organizations cannot thrive today without learning to adapt their attitudes and practices But companies that establish change initiatives discover after initial success that even the most promising efforts to transform or revitalize organizations despite interest resources and compelling business results can fail to sustain themselves over time That's because organizations have complex well developed immune systems aimed at preserving the status quo Now drawing upon new theories about leadership and the long term success of change initiatives and based upon twenty five years of experience building learning organizations the authors of *The Fifth Discipline* Fieldbook show how to accelerate success and avoid the obstacles that can stall momentum *The Dance of Change* written for managers and executives at every level of an organization reveals how business leaders can work together to anticipate the challenges that profound change will ultimately force the organization to face Then in a down to earth and compellingly clear format readers will learn how to build the personal and organizational capabilities needed to meet those challenges These challenges are not imposed from the outside they are the product of assumptions and practices that people take for granted an inherent natural part of the processes of change And they can stop innovation cold unless managers at all levels learn to anticipate them and recognize the hidden rewards in each challenge and the potential to spur further growth Within the frequently encountered challenge of Not Enough Time for example the lack of control over time available for innovation and learning initiatives lies a valuable opportunity to reframe the way people organize their workplaces This book identifies universal challenges that organizations ultimately find themselves confronting including the challenge of Fear and Anxiety the need to diffuse learning across organizational boundaries the ways in which assumptions built in to corporate measurement systems can handcuff learning initiatives and the almost unavoidable misunderstandings

between true believers and nonbelievers in a company Filled with individual and team exercises in depth accounts of sustaining learning initiatives by managers and leaders in the field and well tested practical advice The Dance of Change provides an insider s perspective on implementing learning and change initiatives at such corporations as British Petroleum Chrysler Dupont Ford General Electric Harley Davidson Hewlett Packard Mitsubishi Electric Royal DutchShell Shell Oil Company Toyota the United States Army and Xerox It offers crucial advice for line level managers executive leaders internal networkers educators and others who are struggling to put change initiatives into practice Communication Yearbook 27 Pamela J. Kalbfleisch,2003-06-20 Communication Yearbook 27 is devoted to publishing state of the art literature reviews in which authors critique and synthesize a body of communication research This volume continues the tradition of publishing critical integrative reviews of specific lines of research Chapters focus on an organizational communication challenge to the discourse of work and family research recovering women s voice empowerment and communication participatory communication for social change and the problematics of dialogue and power In addition chapters discuss the megaphone effect the effects of television on group vitality the empowerment of feminist scholarship in public relations and the building of a feminist paradigm control resistance and empowerment in raced gendered and classed work contexts credibility for the 21st century and communicating disability *The Way We Never Were* Stephanie Coontz,1992 Includes bibliographical references and index **Encyclopedia of Women and Gender, Two-Volume Set** Judith Worell,2001-10-16 The study of gender differences began in earnest in the 1970s and has since increased dramatically to infiltrate virtually all fields of study in the social and behavioral sciences Along the way it was discovered that while women very often think and behave differently than do men industrialized societies cater to masculine perspectives The Psychology of Women emerged as a field of study focusing on just those areas in which women most often butted against assumed roles And similarly in the 1990s the Psychology of Men emerged to focus on the same issues for men The Encyclopedia of Gender covers all three areas under one cover discussing psychological differences in personality cognition and behavior as well as biologically based differences and how those differences impact behavior Coverage includes studies of these differences in applied settings such as education business the home in politics sports competition etc Key Features Over 100 In depth chapters by leading scholars in the psychology of women and gender Addresses critical questions of similarities and differences in gendering across diverse groups challenging myths about gender polarization and the Venus Mars distinction Broad coverage of topics from theory and method to development personality violence sexuality close relationships work health and social policy Sensitive attention to multicultural and cross cultural research Clearly written readable comprehensive with helpful guides outline glossary reference list Raises difficult questions related to power inequality ethics and social justice Challenges the reader to revise established truths and to seek further information Maintains a feminist and woman centered focus

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Table of Contents Relinking Life And Work Toward A Better Future

1. Understanding the eBook Relinking Life And Work Toward A Better Future
 - The Rise of Digital Reading Relinking Life And Work Toward A Better Future
 - Advantages of eBooks Over Traditional Books
2. Identifying Relinking Life And Work Toward A Better Future
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Relinking Life And Work Toward A Better Future
 - User-Friendly Interface
4. Exploring eBook Recommendations from Relinking Life And Work Toward A Better Future
 - Personalized Recommendations
 - Relinking Life And Work Toward A Better Future User Reviews and Ratings
 - Relinking Life And Work Toward A Better Future and Bestseller Lists
5. Accessing Relinking Life And Work Toward A Better Future Free and Paid eBooks

- Relinking Life And Work Toward A Better Future Public Domain eBooks
- Relinking Life And Work Toward A Better Future eBook Subscription Services
- Relinking Life And Work Toward A Better Future Budget-Friendly Options
- 6. Navigating Relinking Life And Work Toward A Better Future eBook Formats
 - ePub, PDF, MOBI, and More
 - Relinking Life And Work Toward A Better Future Compatibility with Devices
 - Relinking Life And Work Toward A Better Future Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Relinking Life And Work Toward A Better Future
 - Highlighting and Note-Taking Relinking Life And Work Toward A Better Future
 - Interactive Elements Relinking Life And Work Toward A Better Future
- 8. Staying Engaged with Relinking Life And Work Toward A Better Future
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Relinking Life And Work Toward A Better Future
- 9. Balancing eBooks and Physical Books Relinking Life And Work Toward A Better Future
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Relinking Life And Work Toward A Better Future
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Relinking Life And Work Toward A Better Future
 - Setting Reading Goals Relinking Life And Work Toward A Better Future
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Relinking Life And Work Toward A Better Future
 - Fact-Checking eBook Content of Relinking Life And Work Toward A Better Future
 - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development

- Exploring Educational eBooks

14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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