



Work-life diversity: rising to new challenges

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Introduction – title slide

- Everyone seems to be talking about work-life balance
Businesses talking about what they've done or asking what they should be doing, individuals talking about how pushed for time they are, regular media articles.
- But you could argue it's becoming a rather well-worn debate.
- Focus is on mums, or parents, or often, in the media, on people deciding to downsize and move to the countryside.
- And I'm going to argue that this is a mistake. That actually work-life balance is a much more widely relevant issue than is portrayed in current debates.
- After all, this isn't a new debate. At the end of the 19th century, trade unions were campaigning about working time with the slogan: 'eight hours for work, eight hours for rest, eight hours for what we will'. And that was closely linked to the idea of a male breadwinner, enabling a wife to devote time to her children, and it worked well for most households at that time (although some women always worked). But not any more. The way we live has changed dramatically – but the way we work has yet to catch up.
- And so I want to make three key challenges to current debates:
 1. WLB is relevant to productivity. It's about ensuring that the way we work catches up with the way we – as workers and as customers – are living now, and enabling individuals to maximise their productivity
 2. WLB is relevant to diversity. Demographics are changing rapidly and inexorably in the UK and WLB is one of the ways in which we can respond to these changes.
 3. WLB is about changing the way we do business. It's not just about a policy in isolation; it's relevant to work organisation, job redesign, and working more flexibly. And it's about making that work at a very practical as well as a strategic level.
- So going to talk about the context for these debates, about what work-life balance actually means and then about what's happening now. And then I'm to argue that there are a number of issues that aren't being addressed now, that are directly relevant to work-life balance, and that we both need to be more strategic and more practical about WLB.

Context – slide 1

- I would argue there are some key reasons why work-life balance is such a hot topic:
 1. Changing markets
 - Globalisation is simultaneously making competition more international whilst intensifying the importance of truly local and customised services for increasingly demanding customers.
 - Technology has facilitated far greater reach to customers, and at the same time arguably more demands about access and customisation.
 - So you have more open markets, greater competition, mass customisation, variable channels of delivery
 2. Businesses changing
 - As markets have changed and become more competitive, businesses have evolved in response.
 - Work is intensifying across Europe. Over 25% of men and women said their job left them feeling exhausted much, most or all of the time
 - Fragmented value chains, more alliances and joint ventures, complex matrix structures, cross functional teamwork, outsourcing etc.
 - With a growing service sector and an emphasis upon value created by knowledge, the skills and experience of the workforce becomes ever more important.
 3. Changing workforce
 - More and more companies are aiming to increase the diversity of workforces to help them understand these new customer segments, promote creativity and cope with increasingly complex business models.
 - And the workforce is more diverse - just need to look around the room!
 - There is no longer a 2 for 1 offer where for every employee they got, usually a man, employers would get one person, usually a wife – sometimes a mother – free, to do all the housework and childcare and all the things that can distract from spending long hours in paid work.
 - 46% of the workforce is women now and this is likely to continue to grow. Women will make up 80% of the workforce growth to 2010 and by 2010 one in five workers will be mothers.
 - We also have an ageing workforce – up to 10m people will be caring for elderly relatives by 2010.
 - We cannot escape or avoid the changing demographics.
 - And there are benefits to businesses and markets from a diverse workforce - Nike have enjoyed a dramatic increase in their market share and revenues as a result of a female director suggesting sports shoes specifically designed for women. Profits at a B&Q store staffed only by over-50s went up 18%

4. Changing expectations

- Underpinning these changes are changing expectations – from customers about service, from businesses about the way they need to work, and from individuals about how they manage paid work and the rest of their lives
- WLB is in the top three of all the graduates' wishlists
- 80% of mothers and 88% of fathers want more time with their family
- Global survey of final year MBA students found that 45% said that a balanced lifestyle was a priority in choosing a career, 90% said that it affected their commitment to their employer
- 70% of respondents to a Work Foundation survey found that juggling work and life contributed to occupational stress

Given all these changes, it seems impossible to achieve the popular conception of an ideal work-life balance. But what does it mean anyway?

What does it mean – slide 2

- There are problems with the phrase.
- 'Work' is in 'life'. If anything this is on the increase as technology facilitates being able to do work, depending on your job, from almost anywhere.
- There can be tensions between paid work and the rest of your life, but it's a source of self-respect and identity - Sennett. In fact Arlie Hochschild argues that many people feel happier in paid work than at home, as you get praise and respect, whereas often – however good a job you do – you don't get that at home.
- It's estimated that up to half of us meet our future partners at work, which is another good reason for some of us to go to the office.
- And in 'life' there's lots of work – no one who has run around looking after four children and making sure the house is clean and sorting out food and other things would sit down in the evening and say how relaxed they were. Just because it's not paid, doesn't mean it's not 'work'.
- And who's to say what a good 'balance' is?
 - There's no perfect balance that we should all be striving for
 - For some people it's all about reducing paid work – using term-time working, part-time working etc.
 - For others it may be doing the hours that they are meant to do – using flexitime, annualised hours, it's about having some flexibility over their time
 - And for others it's about long hours. Nicholas Soames MP once said, "But I don't want to spend more time with my family!"
- In reality, work life balance is a very individual thing, and it varies at different points in your life.
- This may make it sound as if there are no common themes, that it's so general as to be meaningless. But it's interesting to note that there are common themes, whether you love your work and want to work as much as possible, or whether you want to reduce your hours.
- Satisfaction with work has decreased over the last ten years – with the most dissatisfied being managers and professionals (LSE / PSI survey)
- At the top of their unhappy list is working hours, followed by workload
- It's not that they don't love their jobs – many do – but they are not happy with how they are currently working

- So for individuals, it's about having some control and choice over how, when and where they work, so they can achieve a relationship between paid work and the rest of their lives that they're happy with.
- Interesting to note that the self-employed – most of whom work very long hours – are amongst the happiest with their work-life balance. And that over 2/5 of full-time workers agreed, in a recent TWF survey, that they would be more productive if they were given more control over their time
- For individuals it's about being able to manage everything going on in our busy lives – and achieving a good outcome for them.
- But it's not just about individuals – also about organisations, about who you work with and about customers.
- Having a strong customer focus is vital and having the best employees is vital for many companies relying on 'knowledge' and individual innovation to add value, for many service sector organisations where good customer service is key to retaining customers in highly competitive markets.
- And I'll go on to talk about how this can work in practice.

What's happening now – slide 3

- So what's happening now?
- Been real progress.
- DTI Employers survey, increase across all workplaces, not sector specific.
- Over two thirds of employers – covering 72% of employees – said employees could vary working hours e.g. by working through lunch or leaving early, and that's increased since 2000.
- And small businesses – who often think that they're not very good at this or can't provide flexible working, are actually good at providing informal flexibility, partly because they have to be. More businesses are citing benefits from work-life policies – large and small. I run the Employers for Work-Life Balance website, where we have some case studies of this. Good results include:
 - BT – 99% of women return after maternity leave, saving £3m in recruitment costs, the absenteeism rate is down to 3.1% (compared to average of 8.5% in UK), and those working at home are 31% more productive than their office based counterparts.
 - Work Life Balance baseline survey found that some small businesses saved up to £250,000 a year in recruitment and retention savings
 - Looking at a specific small company, Farrelly, they found that sales increased fivefold, customer complains were reduced, employees were more innovative and that productivity improved, as staff are more satisfied, less likely to be stressed, and more likely to work hard.
 - 66% of organisations responding to a Work Foundation survey said they found flexible working helped reduce absenteeism
- Got the new legislation now, and that has bedded in well. Research suggests that, of those employees who have requested flexible working, 8 in 10 (77%) of requests were fully accepted by bosses, and 9% were partly accepted or a compromise was reached. And work is continuing. Patricia Hewitt announced that they intend to extend the right to request legislation to those with caring responsibilities for elderly parents, infirm relatives, or close friends.

- A Childcare Review has recently been conducted and there is a series of Ministerial round tables talking to parents, employers, young people about these issues. WLB has also been part of the Big Conversation.
- And attitudes are changing. 78% employees & 65% employers agree people should be able to balance work and home lives. And a Work Foundation survey found that over half of all respondents thought it that wasn't just about parents, showing that we have moved on from the idea of 'family-friendly' to a broader understanding of work-life balance. Interesting to note too that there is an increasing emphasis upon business issues. Three-fifths of employees agreed that business needs must take priority over employee demand for changed working patterns, compared to just over half in 2000.
- So there are some really positive and interesting developments, and it's certainly true that the profile of the issue is high.

What's happening (2) – slide 4

- But when you dig a little deeper, the picture is less good.
- For example, there is a tendency to assume that if an organisation has flexible working policies in place, it is also doing something about work-life balance. And that's not always the case; flexible working is a means of achieving a number of outcomes – it doesn't necessarily mean work-life balance outcomes for individuals.
- And when you look at the types of flexible working provided, it's clear that it remains relatively restricted - whilst four-fifths of organisations provide some form of flexible working, the majority of these are part-time, with less than 25% of employers providing job sharing, flexitime, annualised hours, term-time working, compressed working weeks and reduced hours working.
- Awareness of leave arrangements is not as high as it could be. Whilst over half of employers were aware of the new regulations, for example, this meant that over two-fifths were not aware.
- And whilst awareness of rights to universal leave entitlements – like annual leave and time off to deal with unexpected emergencies – was high, 77% and 54% respectively, only 22% of employees were aware of the right to parental leave.
- Research by IPPR suggests that if you are on a low income, you are even less likely to be aware.
- And take-up and 'choice' varies dramatically
 - Research about the right to request found that men were much less likely to take it up – 37% of women with children under 6 used their right to request, compared to 10% of men
 - Analysis of available figures also suggests that the lower paid are losing out. One survey, by Working Families, found that whilst 83% of requests by parents of children with disabilities were accepted, only one in three of those on low incomes had their request accepted.
 - Goes to the heart of this idea of 'choice'. 'Choice' is not a reality for many people
 - If you are on a low income, may need to work very long hours – which may mean that whilst you would like to change the way you work, perhaps reduce hours, you can't afford to
 - Labour market power has a big impact.
 - Could argue that the labour market is divided into three for WLB: in the middle, people have labour market power and are likely to

be able to demand and get flexibility. But at the bottom end – low income often – less labour market power, and may be less likely to have high expectations, less likely to ask, and more worried that if they do, they'll be replaced by someone who isn't so difficult. And at the top end, all know that it's not easy to work in a different way – men and women at top with children.

- Often these policies lose an organisational focus too. Often there's a panic about the legislation, or a willingness to grant flexibility to individuals – without thinking about the impact on operational effectiveness, or the team, or the ways of working. Talked to big organisations who are now having problems because they've granted this request to a critical mass of people – and now don't know if they can keep granting it, because they haven't reorganised work, and so people still there bearing the brunt – one of the reasons for the backlash.
- A lot to do with the challenges of implementation. 65% of employers agreed that it is not easy to implement these policies.
- A number of businesses now are taking the easy way out – just creating a beautiful policy. Which makes no difference at all to individuals, nor does it help realise business benefits, because often they can't take it up because it's all about job redesign, work reorganisation. When they changed to an eight-hour day, they didn't just change the hours and leave it at that – it requires thought about how to improve productivity given different hours. Same with this.
- And cultural issues have a huge impact. Another made it a condition of becoming a senior manager that a man signed away his right to paternity leave. And the DTI survey found that 51% thought that working reduced hours would harm their career, that 42% thought that leaving on time might be damaging, 37% thought taking leave to look after dependents would be damaging. The mommy track.
- So what's missing?

Missing the point – slide 5

- I would argue that what's missing is an understanding that this relates to productivity, diversity and the way that businesses do business – it's strategic.
- And I think what's missing is a different kind of balance – between the needs of customers, the needs of organisations, and the needs of individuals
- Customers are becoming more demanding about individualised service – and flexible working is one of the tools available to help respond to this, been shown in public services where been used to extend opening hours. And whilst off-shoring has been one response to this – making use of different time zones to respond to demands – this doesn't work when production and consumption need to be co-located, e.g. in a shop. And businesses, to survive, need to take this into account.
- Also need to think about the needs of the business. May need to reduce costs, reducing unnecessary recruitment costs through retention, may need to become more flexible about ways of working.
- Often need to increase productivity. Worth noting that – whilst I'd argue it's not talked about enough - in The Work Foundation's survey of workplace trends, flexible working was in the top three of the HR measures that organisations thought would make them more productive over the next three years.

- And need to ensure that respond to the needs of a diverse workforce – ageing, different genders, increasing caring responsibilities. Increasingly there may be an emphasis on looking at work over a ‘lifecycle’, rather than just at 40 years continuous working. But with businesses increasingly relying upon the value created by individual employees, and upon people who can provide the right kind of customer service, becoming more important for them to attract and retain the right kind of individuals.
- And this helps them respond to the markets too – B&Q have succeeded in attracting a new customer base not only by employing a more diverse workforce but also by advertising to different religious and cultural groups, and producing products to meet the needs of that base.
- And it does make a difference – a 1 point increase in employee commitment led to a monthly increase of up to £200,000 in sales in one retailer.
- And it’s by balancing these things that more likely to get a good ‘work-life balance’ that can work for individuals, customers and the business.
- And that’s all about moving the debate from simply focusing upon the individual to looking at more collective issues.
- At the moment there’s a huge emphasis upon the individual. It’s about individual decisions about how they manage their time, their ‘choice’ about the trade offs they make between money, career, care, other activities. And individuals are also judged on the choices they make, because it is an individual decision.
- And the policy and legislation – whilst very welcome – tends to emphasise this focus on the individual, they need to ask for the changes, they need to try to make it work. And that’s perfectly understandable, and fine as far as it goes. But going back to the issues discussed previously – about the reality of ‘choice’ – there are problems with relying on individuals to challenge a prevailing culture, stick their heads above the parapet. Because it’s incredibly hard and if you are the only one, you usually have to pay a price.
- One of the interesting aspects to the Fathers Direct conference at the beginning of this month was the fact that many men said they felt unable to talk about their desire to spend more time with their families– and that it was a real relief to find that others were suffering similar pressures. If, as I have argued, we are living in a very different way, and if we are all suffering the pressures of that because the way we work hasn’t changed as much, then these are collective issues. Many people who love their work are expressing frustration that it is so difficult to combine success in paid work with other things – and this is a collective debate. But at the day-to-day level, it’s still seen as an individual choice about how you cope, not a wider issue.
- And that’s one of the reasons why there so often isn’t a balance between individual needs, employer needs and customer needs – why it’s just about individual needs, or just about employer needs, or an isolated policy that has no impact at all – because it’s not seen as a collective issue, as a response to the fact that we have changed the way we live our lives. More dual income households, more women in the workplace, care is no longer something we can take for granted, ageing population, the fact that we will all probably need to keep working longer. Technology facilitates different ways of working, we’re all becoming more demanding about what we expect as a consumer as well as what we expect from our paid work. Debates about WLB are one of the symptoms of this lack of fit. But it’s still not seen that way.

- And that's where the cultural issues are so important. Flexexecutive research has found that the number of hours you work has less impact on your satisfaction with your work life balance than the culture of your workplace and the attitude of your colleagues to WLB. So you could be working very long hours, and still feel that you're not doing enough because of the culture of the place you are working in. Why would you want to raise your head above the parapet if you know it's going to get cut off?
- There's a need to talk collectively about these issues, for men in particular to get engaged as it's so often women – to get a debate going at a much more strategic level. Because without that, it undermines the ability to get this balance right in organisations.

Mean in practice?

- So what does this idea of mutuality, of balancing the needs of customers, the organisation and individuals, of looking at this strategically and collectively, mean in practice?
- In organisations, it's often about looking at this at a very local collective level – from a team perspective for example. All the case study research suggests that when you look at changing how you work and improving how you do your job as a team, the results are better for everyone.
- A good example of this working well in practice – of balancing customer, individual, employer, is Hellesdon Hospital - won the 2003 Parents at Work awards. There was a 24/7 care ward there, and the staff nurse, Emma Brandon, talked to all the staff about which shifts they would like to work in an ideal world. She then used this information to construct a new rota, based on both what the staff wanted and what the patients needed. So this meant that there needed to be the right mix of experience on the ward – experience with inexperience, so training took place and the staff were looked after – and of gender so that male and female patients could be attended to by someone of the same gender. And she managed it – not satisfying everyone 100%, but moving towards their preferences and making sure that the patients were looked after. The result? Violent incidents decreased, staff were happier and patient care improved.

But what about when you don't get it right? After all, it's not easy, and business needs are not necessarily the same as individual needs. Flexible working doesn't have to lead to better outcomes for individuals – atypical hours for many suggests it doesn't. What happens when you don't get it right?

Seeboard – slides 6 and 7

- A large energy company operating in a highly competitive market needed to cut its costs, make its teams more efficient and get better at focusing on its customers in its call centre operation.
- So it called in some consultants to change the shift system – and these were the results....(slides)
- And they couldn't work out why the results were so bad, and they thought about it and finally asked the staff – who told them that the reason people were unhappy, and so customer service had gone down, is that people were no longer able to choose their shifts. Which meant their whole lives and all the arrangements they made to fit in their paid work with the rest of their lives, were thrown to bits.

- So the company made that one change, enabling people to have more control and choice over which shifts they worked – and the results were dramatic (slides).
- It's quite a simple – but profound – example of how you can get it wrong simply by assuming you know what people will want, by not asking people.

Practical support – slide 8

- Needs to work at a very practical level. So often people seem to say how good it is – and not say how they've achieved it. Which is no help to the manager left trying to implement the beautiful policy document they've just been handed about work-life balance.
- When a policy is handed down to a manager, or individuals are told about their right to request, the main questions are not about whether this is linked to productivity and wider issues, but how.
- And for it to be effective – to reap some of the potential benefits such as recruitment and retention savings, higher productivity, better customer service – it needs to be part of the core strategy and part of business and operational planning. When they put the 8-hour day in, they didn't just leave everything else as it was. They changed the business. This is similar.
- And business needs to be serious about it, serious about changing organisational culture and attitudes. People are fully aware of what happens. An investment bank implemented a paternity policy, very progressive, which they said they would use to 'weed out the losers'. People know. So it's no good implementing these policies and saying it's fine to go home on time, fine to work at home, and then only promoting those who work 90-hour weeks and are always in the office.
- And the relevance to diversity is often very practical. All know that there aren't enough senior women – but often it's because of the demands of the job. If you require 90 hours presence a week, and mobility every two years, women – who still do most of the caring – are less likely to be able to do it.
- Having policies and resources can really help, as it makes it less likely that favouritism will operate – and it can give managers guidelines.
- And it's important to talk to staff – don't just assume that everyone wants this, don't just assume what everyone wants. As in Hellesdon hospital example, often the staff have a really good idea about how to improve the service as well as how to improve their own work life balance. And part of making this effective may be about supporting managers in helping them have an open conversation with their staff – without raising expectations unrealistically.
- And communicating why and how this is happening won't convince everyone – but at least people will know.
- And part of it also needs to be supporting managers in being able to redesign work
- Need to evaluate policies – is it actually working? Why not? What are the problems? Too few do evaluate whether it is working or not, shouldn't assume you can just wind it up and set it going. Won't always work.
- Realise it takes time – BT well along the road but still has pockets of culture that challenge them, despite their measurable gains. Long-term journey.
- Worth communicating any benefits in employability too. Often the way that businesses manage this – particularly small or manufacturing businesses - is through multi-skilling, which means they can move people around the production line. Listawood, which now has 200 employees (from 1 in 1987),

produces mouse mats and completing flexible working. Staff come and go without management intervention, and people cover for each other, and because of multi-skilling they are able to do so. And you're paid for the hours you work, and extra hours can be banked and taken later. Developed a twilight shift which is popular with parents, and enabled them to invest in two digital presses because of flexible working, able to run on a double shift with team deciding how to staff them. People have returned from other companies because of these measures.

- Honesty about the difficulties, about why you're doing it, about how and what needs changing. Supporting managers and individuals in trying to make what amounts to a very different way of working, work.

Ongoing issues – slide 9

- Changing the model? We aren't really changing the way we're working at the moment, we're just playing round the edges. And it is causing problems for many individuals. Whilst it's difficult to establish correlation, it's worth noting that since the 1960s the proportion of serious mental health problems, relative to population, has remained roughly the same. But the number of incidents of mild mental health problems – anxiety, depression – has got three times larger since 1996. Whether you argue that's just about more diagnosis, it's still a very high increase and suggests that we may be getting something wrong.
- And when you look at the way we work, you could argue we're trapped between two different models, between long hours working and high numbers of dual income families, meaning there is a need for care either to be squeezed in somewhere or provided by someone else, and between shorter hours working and a refusal to play the game. The US has far higher levels of dual income families, for example, and many US dominated companies say they struggle in some European countries because women in particular do not want to continue working long hours once they have children; the UK has high levels of 1.5 income families. And the tension between wanting to work hard and wanting to do other things is palpable.
- Already less than 50% of us work a traditional 9-5pm day. Things are changing – but they're changing in a very ad hoc way.
- And given that we're living longer, it's time we started thinking about this differently. The population is ageing, and by 2020 there will be 2.7 workers to every 1 non-worker – compared to 4 to 1 in 1990. There are already problems with many women being in poverty in retirement because of this model of working for 40 years, which doesn't take account of time out for caring responsibilities. If we're going to take the pensions issue seriously, it's perhaps time to look at the concept of lifetime working, a longer and more flexible look at the way people contribute to the economy. It's certainly a conversation we should be having.
- With this in mind, worth looking at the Netherlands, know the DTI have been. They don't have a conception of 'full time' and 'part time' in the same way as us; it's about a continuum of hours, between 8 and 40. And more men work part time than they do in the UK. Interesting model to bear in mind – but we do need to start thinking about this model in wider terms.
- Choice for whom? Already discussed this issue of 'choice'. It's all very well saying that WLB is about 'choice and control' – but that doesn't help so many people. This is already characterised as a highly middle class debate.

Something that people can't afford if they're low income. Something you can't afford to do if you want a successful career in many places.

- There are also issues about men and women. Women continue to bear the brunt of caring responsibilities, they're usually the ones who change their hours. And often this is reinforced by the gender pay gap, so for many households it makes economic sense for women to reduce their responsibilities, disadvantaging them in retirement as well as making it more challenging to succeed in paid work as well as outside paid work.
- And men are starting to say that they don't feel they have access to these policies, that it's okay for women and not for them. So they're saying they don't have the same choices.
- And a very relevant issue to this debate is the Working Time Directive – which is all about choice – whether individuals should be able to make any choice they want to about the hours they work, so the opt out should be retained, or whether in reality they don't have a real choice, so the opt out should be discarded. There's no easy answer to this, but it would be helpful to move beyond the loggerhead of 'good' and 'bad' on this issue to talking about why organisations and individuals may find it difficult to make 'real' choices. And some of that comes back to labour market power.
- Cultural issues.
- But choice is an ongoing issue and we need to be much more honest about it.

- Work and care – continues to be difficult to combine paid work with care. And it's interesting to look at Hochschild's work, showing that it can be more satisfying to be in work than to care, because of the sense of identity that you get.
- Care is not really valued, despite the fact that the UK economy relies on it heavily, with Norwich Union suggesting mums are worth £29,000 per year.
- And there are tensions in government policy. Recognition that many women would like to stay home with their children in the early years – and of the value of this, early years research, – is tempered by the New Deal for Lone Parents and the 'work first' attitude. And there are clearly no easy answers, because of the cost, but there still isn't a clear narrative about how much care is valued when it's unpaid, family members doing it.

- Role of unions – and part of the reason for the lack of collective debate about these issues, you could argue, is that the unions haven't really taken this seriously
- It is on their agenda, but not that high up, and if the economy took a turn for the worse or pay rises became a bigger issue, it might slip off the agenda. There are committed individuals, but it needs to rise up the agenda. It's a high priority for individuals and households, and the UK – it's time unions woke up to this and started taking it seriously as being about the fight they fought in late 19th century – about terms and conditions and work organisation and job design. And whilst many unions are working well – look at Inland Revenue example – we need collective debate, and they're not really encouraging that in a way that feels relevant to many individuals.

- Sectoral issues – and it's also worth looking at the different challenges facing different sectors in relation to WLB. Different cultural mores affect them in different ways.

- So retail has a lot of flexible working at lower levels, and high numbers of women at lower levels, not so good at more senior levels. But it's clear that this works well for them. But more difficult in somewhere like construction, where often to be competitive, bids pretend that the work will take less time than it will – and then get people to work overtime, and working overtime is a condition of the job.
- And it's difficult in professional organisations, where there's a sense of dedication to the client. Accountancy profession – feeling that need to be there.
- Need to look at these sectoral issues – not suggesting a return to collective agreements, but do need to take a sectoral approach.
- Honestly disseminating success – being honest about how and what is achieved, why you did, what the difficulties were. Not enough talk about this. Too many case studies are somewhat fluffy, all cheerleading, no substance. If going to support managers and individuals, need greater honesty.
- Not arguing that WLB is an answer to everything, or that it's easy, or that it always works. But it is relevant to productivity, it is relevant to diversity, it is relevant to how businesses do business.
- And unless we talk about it more strategically and more practically, about the collective issues as well as the individual needs, then we're going to continue to miss a trick and to struggle with the mismatch between the way that we're living and the way that we're working.

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