

WORK/LIFE AND DIVERSITY:

Perspectives of
Workplace Responses

W O R K - F A M I L Y P O L I C Y P A P E R S E R I E S

BOSTON COLLEGE
WALLACE E. CARROLL SCHOOL OF MANAGEMENT

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Workplace Responses

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Work & Family
BOSTON COLLEGE
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WHO SHOULD READ THIS PAPER:

- Practitioners responsible for planning human resource strategies
- Diversity managers
- Work-life managers

WHAT THE PAPER PROVIDES:

- Comprehensive discussion about the linkages between companies' diversity programs, their work/life initiatives and their business objectives
- In-depth examination of the challenges associated with today's diversity and work/life programs and policies
- A framework for the analysis of stakeholder (e.g., employees, customers, shareholders, etc.) priorities

HOW YOU CAN USE THIS PAPER:

- Identify linkages between your company's business objectives and its diversity and work/life initiatives
- Assess the contributions that diversity and work/life initiatives make to business outcomes

TABLE OF CONTENTS

INTRODUCTION	2
SECTION I. HISTORICAL HIGHLIGHTS: DRIVING FORCES FOR CHANGE	3
SECTION II. MISSION AND CHALLENGES	5
A Sense of Mission: Developmental Perspectives.....	5
Challenges to Change Within Organizations.....	7
Strategies for Addressing Specific Challenges.....	10
SECTION III. CREATING LINKAGES TO BUSINESS OBJECTIVES	12
Perspectives for Analysis.....	12
Outcomes.....	13
Profitability.....	14
Productivity.....	15
Quality.....	16
Turnover.....	17
Absenteeism/Tardiness.....	17
Linking Work/Life and Diversity to Overall Competitiveness.....	18
Competitiveness via Positive Impacts on Stakeholders.....	18
Competitiveness via Positive Impacts on Strategy.....	19
Competitiveness via Positive Impacts on Business Functions.....	21
Linkages to Business Objectives: Summary Remarks.....	23
SECTION IV. EVOLVING PERSPECTIVES	26
Diversity as an Aspect of Work/Life.....	26
Work/Life as an Aspect of Diversity.....	31
SECTION V. MODELS FOR CHANGE	34
SECTION VI. CONCLUSION	37
RESOURCES	39
BIBLIOGRAPHY	40

INTRODUCTION

Diversity and work/family initiatives have had a lasting and notable impact on human resource management during the second half of the twentieth century. Both have catalyzed a process of soul searching and visioning within many corporations that has fueled expectations as well as frustration. The experience gained in both areas — some shared and some distinct — offers insight about the relationship between human resource issues and business objectives. In this policy paper, we will explore how “lessons learned” from the work/family arena can be applied to diversity and vice versa. I will also describe a variety of perspectives for “making the business case” for diversity and work/family.

In some organizations, such as Union Carbide Corporation, Frito-Lay, Inc., BellSouth Corporation and Time Warner, Inc., the same individual has responsibility for both arenas. In others, such as Eastman Kodak Company, CIBA Pharmaceuticals Company, and US WEST, Inc., they are kept separate. Regardless of how the position is structured within a given organization, there is a general rationale for considering these two fields in tandem. Some arguments for linkage include the following:

- Although these fields have different histories, they have both achieved and maintained momentum as necessary responses to changing demographics of the workforce.
- Work/family and diversity mission statements often identify similar broad objectives, such as developing an inclusive workplace that enables the full utilization of the capabilities of the workforce.
- In both arenas, models of progress in achieving objectives highlight the importance of organizational culture change to achieve full utilization.

In keeping with the broader focus, I will use the term “work/life” for the remainder of the paper to refer to the wide range of policies and programs that are designed to recognize and support an employee’s non-work responsibilities and needs. The paper is organized into four major sections:

HISTORICAL HIGHLIGHTS: DRIVING FORCES FOR CHANGE

The first section will briefly trace the evolution of both fields and the driving forces for change in the environment.

MISSION AND CHALLENGES

The second section will describe examples of common objectives for work/life and diversity and ways to evaluate progress towards objectives in the face of resistance to change.

CREATING LINKAGES TO BUSINESS OBJECTIVES

The third section will describe perspectives for “making the business argument” for both work/life and diversity.

EVOLVING PERSPECTIVES

The fourth section will explore specific ways that diversity and work/life can be integrated. For example, how do people differ in their work and personal lifestyles and what are the corresponding differences in needs for support?

MODELS FOR CHANGE

The final section will describe corporate innovations and identify the kinds of skills needed for both work/life and diversity management.

I. HISTORICAL HIGHLIGHTS: DRIVING FORCES FOR CHANGE

The diversity movement had its origin in the Civil Rights movement of the late 1950s and 60s, which increased public sympathy for the principle of equality (Yakura, 1996). Pursuant to these social movements, government mandates were enacted to change workplace practices in relation to minorities and women in the United States. Title VII of the Civil Rights Act of 1964 prohibits discrimination in employment on the basis of race, color, religion, gender or national origin, and Executive Order 11246, signed by President Johnson in 1965, gave birth to Affirmative Action. In the 1970s, "managing diversity" emerged as a strategy distinct from Equal Employment Opportunity (EEO) and Affirmative Action. Managing diversity, unlike the federally mandated programs, has (at least in theory) targeted all employees. Furthermore, managing diversity has emphasized a broader range of employment practices and systems beyond the preferential hiring and promotion that has traditionally been associated with EEO and Affirmative Action. This move from a narrow to a more inclusive focus reinforces a commitment to the equitable treatment of all employees as well as an acceptance that such treatment involves more than compliance with federal mandates. However, some observers believe that the shift toward managing diversity has, in reality, produced little meaningful change.

The origin of the work/life movement can be traced to the early industrial era, when employers provided wages and benefits to enhance the well-being of employees (Ferber & O'Farrell, 1991). In some cases, this led to employer involvement in the lives of employees outside of the context of the workplace. For example, between 1880 and 1920 company housing and stores were more common. These and other kinds of non-work supports for employees diminished during the Great Depression. Then, during World War II, more than 2,000 companies set up day care centers in order to enable women to fill out the workforce and support the war effort (Auerbach, 1988). After the war, most of the day care centers were discontinued. Unions became active in the movement for a "family" wage to support the single breadwinner lifestyle of the 1950s. In response to government mandates and tax benefits, employers began offering workers' compensation, disability and unemployment insurance, in addition to Social Security, which had been established earlier in 1936. Health and life insurance as well as retirement plans, death benefits, paid vacations and sick leave emerged as key non-mandated benefits.

The work/life field has received a legal "boost" from legislation, such as the Family and Medical Leave Act of 1993. In some organizations, the Clean Air Act (rather than a commitment to flexibility or family well-being) has been the major driver for the development of alternative work arrangements.

The Carrot or the Stick?

Corporate decision-makers often express concern about government mandates. However, there are some indications that the existence of legislated and regulatory mandates may be associated with the establishment of human resource programs and policies for specific populations.

In 1994, the Center for the New American Workforce conducted a survey of 312 large corporations in the metropolitan New York region. This study found that the highest percentage of human resource programs or benefits for targeted groups was established for groups covered by employment legislation. For example, programs for disabled workers were far more prevalent than those for domestic partners.

Demographic changes since the 1960s have provided an impetus for continued development of diversity and work/life initiatives. In particular, women's participation in the labor force has increased dramatically. The influx of women, coupled with increased immigration and growth in numbers of workers of different ethnic, racial and cultural identities, have changed the profile of today's workforce. This more demographically heterogeneous employee population includes constituents who have challenged employers to recognize and respond to issues of diversity and work/life.

The demographic changes, as well as unmet goals of achieving full inclusiveness and utilization in most organizations, would appear to be sources of pressure that will sustain the work/life and diversity movements within corporations for some time. Nonetheless, as described in the next section, there are certain countervailing political, economic, and social forces affecting both arenas.

CONSIDERATIONS FOR THE CORPORATE READER

How did diversity and work/life initiatives emerge at your company?

What were the original goals for these initiatives?

What factors support your company's commitment to diversity and work/life initiatives?

II. MISSION AND CHALLENGES

This section will address two key issues: mission and challenges. Whereas the mission helps to define the vision, hopes and expectations for the work/life and diversity fields, the challenges represent sources of resistance to change, frustration, and opportunities for learning and growth.

A SENSE OF MISSION: DEVELOPMENTAL PERSPECTIVES

An examination of corporate mission statements for diversity and work/life initiatives provides some insight into the purposes and scope of these programs. Table 1 includes excerpts from mission statements for both work/life and diversity.

TABLE 1: CORPORATE MISSION STATEMENTS

DIVERSITY

“We believe that teamwork is essential to our success—and that diversity makes our teams stronger.”

Frito-Lay, Inc., “Our Values and Beliefs”

“Include and leverage human differences and multiple perspectives at every level in the company so that the company successfully meets the needs of diverse customers and consumers around the world.”

Eastman-Kodak Company, “Corporate HR Strategy”

“We are a diverse organization which highly values individual uniqueness and contribution by respecting and supporting each person.”

CIBA Pharmaceuticals Company, “Our Operating Principles”

“Management commitment, effective management practices, work redesign that focuses on content and flexible work processes, employee responsibility, self-management are all critical for the work/life partnership we will forge at Merck.”

Merck & Company, Inc., “Work/Life Philosophy at Merck”

WORK/LIFE

“We are committed to creating a competitive advantage through a quality workplace and workforce dedicated to serving the customer. To that end, we support our employees in balancing their work and personal need at every stage of the life cycle.”

Allstate Insurance Company, “Position Statement”

“We are committed to an environment that promotes individuality and supports a balance between work and personal lives. Such an environment stimulates the creativity and innovation required to exceed customer expectations, bring value to our shareholders, and ensure a competitive edge in the marketplace.”

BellSouth Corporation, “Employee Work and Personal Life Position Statement”

Over the years, both diversity and work/life initiatives have expanded their focus. In most organizational settings, diversity used to refer primarily to African-American employees (men and women) and women (regardless of their ethnic affiliation); now the “diverse” workforce includes all racial, ethnic and religious groups as well as people who are disabled, gay or lesbian. Diversity may also refer to differences in functional background or job tenure. In essence, every individual can be considered a target for diversity initiatives.

Similarly, work/life programs began with child care support but now have expanded in focus to include elder care, domestic partners, family leaves and flexibility. Flexibility, in particular, is valued by all employees ("Employees cite flexible hours, time off as greatest benefits," 1995). The underlying rationale for expanded programs may be to provide wide-ranging support for people to achieve balance between a variety of work and personal life demands. On the other hand, these programs may simply make it easier for people to devote ever-larger shares of time and energy to work. To the extent that broader objectives involve a better quality of work and personal life for all employees, some of the potential backlash (discussed later in this paper) may be tempered.

In both the work/personal life and diversity arenas, researchers have developed models to describe the relative position of an organization along a continuum of progressively more broad-ranging and effective change efforts.

- Taylor Cox (1991) describes the progression of an organization from monolithic to plural to multicultural in the process of cultural change for diversity.

The *monolithic organization* is one in which the presence of individuals from different cultural groups is minimal, especially when extent of integration is examined by function and level. In these organizations, women, minorities, and foreign nationals are expected to adapt to existing organizational norms.

The *plural organization* is more heterogeneous and has programs such as: training to reduce prejudice; selection and promotion efforts that target diverse groups; and compensation audits to insure equality. As with the monolithic organization, women, minorities, and foreign nationals are expected to adapt to existing organizational norms.

Finally, in the *multicultural organization*, diverse groups are present at all levels and in all functions, and there is a two-way socialization process in which individuals adapt to the organization's norms and, at the same time, the organization's norms change as a function of the influence of the diverse members' alternative perspectives on those norms.

FIGURE 1
CULTURE CHANGE FOR DIVERSITY



- In Friedman and Galinsky's (1992) work/family change model, organizations progress through three stages.

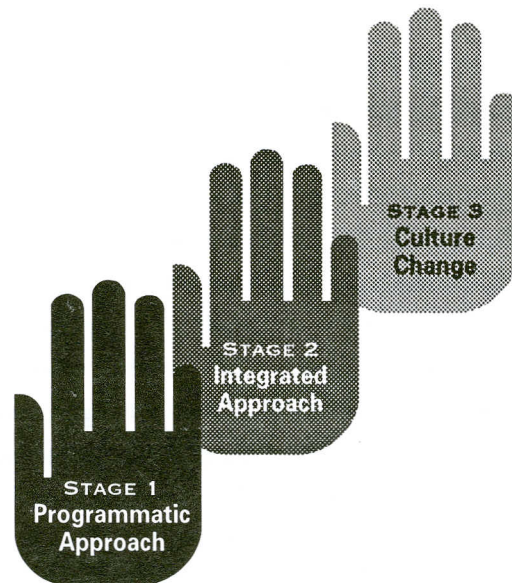
In Stage I, organizations take a programmatic approach in responding to family needs. Initiatives which do not challenge existing norms (such as resource and referral services, flexible benefits plan, and parenting seminars) are tried.

In Stage II, top management begins to champion some programs, a work/family manager or group may be named, and personnel policies and benefits are evaluated for their contribution to work/family issues.

In Stage III, the culture of the company changes to become truly "family-friendly." Mission statements may be changed, and managers may be evaluated as to how well they handle employees' work/personal life conflicts. Work/family issues are mainstreamed as work/life or work/personal life issues and are integrated with other efforts, such as diversity.

The authors are developing a Stage IV to describe organizations that integrate work/life concerns with business planning.

FIGURE 2
WORK/FAMILY CHANGE MODEL



CHALLENGES TO CHANGE WITHIN ORGANIZATIONS

In both the Taylor Cox and Friedman/Galinsky models, as the organization progresses further in its development, there is a greater emphasis on changing organizational culture rather than mere implementation of isolated programs. Changing organizational culture, like any change, is bound to stimulate resistance that must be overcome. A survey by the Families and Work Institute found that the key source of resistance to diversity is prejudice, namely treating differences as weaknesses (Morrison, 1992), whereas for work/life it is uncertainty about how the work will get done given a changed schedule.

When change threatens the ability of people to maintain dominant positions in organizations, they will typically respond to these changes with resistance. The resistance of some white males to diversity initiatives may create a type of backlash. Whereas white men used to compete with only a third of the current workforce (namely other white men) for promotions and other rewards, now all of their co-workers represent competition (Fernandez, 1991). Indeed, according to a recent survey, 35% of male managers believe their companies discriminate against them to redress discrimination against women and minorities (Nelson-Horchler, 1991).

Another challenge stems from the fact that beneficiaries of work/life and diversity initiatives are often stigmatized in some fashion. For example, workers who take advantage of flexible schedules are more likely to have careers stalled, receive lower pay, and perhaps even lose their jobs (Shellenbarger, 1991). Meanwhile, coworkers may assume that the women and minorities who visibly benefit from diversity initiatives do so because of non-job related attributes such as race and gender, rather than performance. A recent poll found that 50% of Americans backed Affirmative Action Plans for women, but only 40% supported them for minorities (Kaufman, 1995). Thus, minorities may be more likely to be stigmatized than white women. Anecdotal evidence suggests that, in general, people may have more positive attitudes towards work/life issues than diversity, since more people can identify with work/life problems.

Diversity and work/life initiatives may have different temporal perspectives with regard to problems and solutions, generating yet another challenge. The best diversity programs take a long-term view of an individual's career. Identification of high potential individuals, coupled with mentoring and tracking, are procedures to help people move up the ranks. For example, at Exxon, five year career plans are developed for women and minority men. In US WEST, Inc.'s Women of Color program, half of the participants received promotions in the first three years of the program. Work/life initiatives, by contrast, often have a short-term focus. They are designed to help individuals deal with immediate conflicts and do not necessarily consider the impact on one's career (Lobel & Kossek, 1996). Finding the appropriate balance between short-term and long-term focus is especially difficult, given today's changing employer/employee contract and its emphasis on employee marketability.

Although work/life and diversity may seem to be candidates for a natural alliance of goals and objectives, these two initiatives may, at times, work at cross-purposes. Consistent with this observation, a *Wall Street Journal* survey of 38,000 companies found that those known for being "family friendly" have poor records for promoting women (Sharpe, 1994a). Meanwhile, as women advance because of diversity programs, they may also experience more work/life conflicts due to increasingly time-consuming and stressful jobs. Indeed the same *Wall Street Journal* survey found that some companies that are doing a good job of advancing women are not particularly "family friendly."

People often assume that work/life issues are women's issues. Therefore, the finding that work/life programs do not promote a "women's agenda" in organizations may come as a sur-

"...a Wall Street Journal survey of 38,000 companies found that those known for being "family friendly" have poor records for promoting women."

prise. Research has shown, however, that women are leaving corporations - not for family reasons - but because they are blocked in advancement (Tashjian, 1990). Thus, family friendly programs, in the absence of attention to women's advancement, will be unsuccessful in retaining valued employees. Similarly, diversity programs which advance individuals without regard to impact on personal life will also have unintended consequences.

During the Reagan and Bush eras, enforcement of Title VII was relaxed (Yakura, 1996) and most recently, Affirmative Action has become a most visible target of resentment. In a recent survey, 39% of Americans said Affirmative Action programs have gone "too far," up from 24% less than four years ago (Decker, 1995). Seventy-five percent of whites and 58% of blacks believe that racial preferences should be outlawed. Indeed, Affirmative Action's livelihood seems threatened in the face of initiatives, such as one intended for the 1996 California ballot, which would allow only the most passive forms of Affirmative Action for women and minorities. A recent Supreme Court decision greatly weakened preferential set-aside programs for federal contractors, indicating that they should be used only as a last resort to break down proven patterns of deliberate discrimination. Not only is Affirmative Action under attack, but its future is more vulnerable than other civil rights legislation because of the ease with which a President can revoke the Executive Order from which Affirmative Action arose.

Even though managing diversity may be structurally separated from Affirmative Action or EEO and has articulated different goals, diversity practices may still receive some of the backlash that has, to date, been mostly reserved for Affirmative Action. Moreover, as reported in a 1994 Center for the American Workforce survey, many companies engage in diversity practices simply because of government mandates, and not because they see their value for organizational effectiveness. Similarly, the Glass Ceiling Commission study reported that a majority of CEOs say they are committed to a diverse workforce because of federal guidelines; only 30-40% are committed for business reasons. In other words, by and large, companies appear to have objectives consistent with government mandates to focus on numerical goals that when met, do not necessarily lead to broader goals associated with managing diversity. Thus, despite the distinction between Affirmative Action and managing diversity, it is still legitimate to inquire what will happen to managing diversity programs if Affirmative Action is abandoned. The future of diversity initiatives is especially uncertain when linkages to business objectives are not firmly established in the minds of decision-makers.

While diversity initiatives may lose momentum due to the political climate, work/life initiatives face other challenges. In many organizations, downsizing has become almost routine. The trend from larger to smaller firms means that part-time work and flexible schedules may become easier to obtain, but these will be coupled with less pay and fewer benefits. Consistent with the change from paternalism to a profit mentality in organizations (Altman & Post, 1994), there are growing pressures to cost justify the investments in work/life benefits. In addition, backlash sentiments may grow among single adults with no dependent children, who perceive that they

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have to “pick up the slack” while coworkers are able to tend to family duties or interests. For example, at a recent conference of the ChildFree Network, an advocacy group for single, childless adults, members complained about parents who leave work to coach children’s teams (Shellenbarger, 1995). Single, childless workers may also resent having to work overtime or weekends or having to travel more frequently than coworkers with families (Lafayette, 1994). Increasing pressures to cost justify work/life initiatives, along with backlash sentiments, are manifestations that these programs are being more carefully scrutinized by a wider range of employees and decision-makers. In general, work/life issues may be easier to “sell” since greater proportions of the labor force can identify with these issues; but, work/life tends to be perceived as more costly than diversity and the perceived costs may act as a deterrent to action.

Other challenges common to both arenas within organizations include:

- competition with other issues;
- belief that demographic changes will not affect a company’s ability to attract employees, and
- lack of middle and senior management support (Winterle, 1992).

Perhaps the major challenge for both arenas, and one that can help in addressing these other barriers, is the need to link initiatives to bottom line results, especially in today’s economic climate.

STRATEGIES FOR ADDRESSING SPECIFIC CHALLENGES

The following list highlights key issues associated with specific challenges to the development and implementation of diversity and work/life initiatives.

Resistance to Change

Advocates of work/life and diversity need to demonstrate a sincere commitment to inclusiveness in order to combat a natural resistance to change. At the same time, they will need to manage the expectations of those who perceive inclusiveness to mean a “watering down” of objectives.

Prejudice and Uncertainty About Novel Work Procedures

Negative expectations need to be acknowledged, either implicitly or explicitly, via actions to counter them. It may be easier to surface and address uncertainties about novel work procedures since people may be reluctant to admit openly to prejudices. Negative expectations need to be addressed by creating a climate where people feel comfortable discussing assumptions or, at least, by using change strategies that are designed to provide data to counteract assumptions presumed to be present.

Stigmatization of Beneficiaries

The accomplishments and talents of program beneficiaries need to be touted. To reverse the process of stigmatization, the organization needs to identify “heroes of the new culture” and role models (including users of particular programs).

Long-term vs. Short-term Perspective

Understanding the impact of any program on an individual’s career objectives ought to be an integral part of work/life and diversity initiatives, even when job security cannot be guaranteed.

Diversity and Work/Life Initiatives at Cross-Purposes

Unintended, counteracting consequences detract from the value of linking efforts in these two arenas. They also highlight the importance of considering blockages that stem from individual circumstances as well as from organizational norms and processes.

Linking Initiatives to Bottom Line Results

Linking initiatives to bottom line results is key to the survival of diversity and work/life in the face of political pressures, backlash, and increasing pressures to cost-justify programs. In Section III, I will describe in detail various methods for demonstrating that work/life or diversity has a value-added effect on a company's strategic and financial goals.

CONSIDERATIONS FOR THE CORPORATE READER

Corporate decision-makers may find it useful to identify factors that either facilitate or inhibit the development and implementation of diversity and work/life initiatives.

What external factors help to maintain your company's commitment to diversity and work/life initiatives?

What external factors are currently challenging the viability of diversity and work/life initiatives established at your company?

To what extent do the following challenges affect the outcomes of the diversity and work/life programs at your company?

- Limited numbers of employees who feel that they benefit from the initiatives
- Prejudice about differences
- Resentment about perceptions of preferential treatments
- Uncertainty about new ways to work
- Stigma associated with participation in diversity or work/life initiatives
- Greater scrutiny of costs and benefits, relative to other organizational investments

What strategies will enhance the possibility of moving closer toward your company's mission for its diversity and work/life initiatives?

III. CREATING LINKAGES TO BUSINESS OBJECTIVES

PERSPECTIVES FOR ANALYSIS

Advocates for diversity and work/life have faced some difficulties convincing the business world that their initiatives do, indeed, “add value.” The difficulties stem from several sources including:

- uncertainty about how to measure the value added,
- reluctance to do adequate assessments for fear of having resources taken away,
- greater skepticism and scrutiny leveled at these initiatives relative to others, and
- inadequate tools.

In this section, I will explore several frameworks for making the business case for both diversity and work/life. Two factors which affect whether companies are successful in creating links to business objectives are examined: 1) the kinds of questions posed about “value-added,” and 2) the breadth of perspective associated with these questions.

There are at least four perspectives from which to determine links between work/life and diversity initiatives to business objectives (c.f., Googins, Hudson, Pitt-Catsoupes, 1995). The perspectives emphasize:

1. specific outcomes
2. stakeholders
3. strategies
4. business functions.

Specific **outcomes** are discrete variables, such as turnover, profitability, or “making” the *Working Mother* magazine’s list of “100 Best Companies for Working Mothers.” From this perspective, linkages of work/life and diversity initiatives to other aspects of the business are described in terms of the outcome itself. For example,

- Do the initiatives reduce turnover?

Stakeholders are groups or constituencies that have relationships with a corporation and interests in its performance. Stakeholder groups include shareholders, employees, customers, suppliers, communities, and government. From this perspective, linkages can be described in terms of impacts on the various stakeholder groups. For example,

- To what extent do the initiatives address the sometimes conflicting interests of stakeholder groups such as shareholders and community residents?
- Are the concerns of different stakeholder groups (e.g. customers and employees) weighted differently?

Strategies are choices, consistent with the overall corporate mission, that define how a company can successfully compete with businesses in the same field. Examples of strategies are: being a low cost producer, producing high-quality products, managing a diverse workforce effectively, becoming a global organization, or providing superior customer service. From this perspective, linkages of work/life and diversity initiatives to other aspects of the business are described in terms of effects on strategy implementation. For example,

- Do the initiatives help the organization to be a low cost producer?

Finally, **business functions** are commonly reflected in the organization's structure and include marketing, finance, operations, and human resource management. From this perspective linkages are described in terms of impact on functional objectives. For example,

- Do the initiatives help the company better market its products?

These four perspectives facilitate different ways to look at the relevant issues; however, there will be some overlap in the issues or data that support each position. In other words, these perspectives serve as different lenses, which when focused on the same issue, result in a particular way of framing and answering questions. For each of these four perspectives, we may inquire about negative impacts (presumably costs) of failing to address the problems associated with work and personal life conflicts or with diversity. We can also inquire about positive impacts (hopefully benefits) of proactive or reactive interventions designed to either prevent or reduce these problems. In general, there has been more research on costs of failing to address problems than on benefits of particular interventions.

OUTCOMES

This section of Chapter III highlights examples of research which show quantifiable effects of work/life and diversity programs on specific outcomes. The outcomes described are:

- profitability
- productivity
- quality
- turnover
- absenteeism and tardiness.

I selected these outcomes as examples, without intending to provide an exhaustive list. I will not attempt to describe all of the extant research on the impact of work/life and diversity initiatives on each of the outcomes. Rather, the sections below will serve primarily as groundwork for two basic arguments.

1. In talking about linkages to business objectives, we need to move from focusing on specific outcomes to focusing on broader effects, like strategy or meeting needs of multiple stakeholders.

2. By and large, work/life initiatives have been typically linked to business objectives in terms of discrete outcomes, such as retention, absenteeism, and morale, whereas diversity initiatives have been more clearly linked to broader objectives, such as marketing strategies, or meeting needs of different stakeholder groups. For this reason bottom line justification has been more of an “albatross” for the work/life arena than for diversity.

These points will be fleshed out in more detail following the description of specific outcomes.

Profitability

Several studies have demonstrated positive linkages between progressive work/life and/or diversity practices and long-term profitability. For example, Kanter (1983) reported in *The Change Masters* that companies with a reputation for progressive human resource practices had more long-term profitability and financial growth than their counterparts over a twenty-year period. Research done by Covenant Investment Management (1993) found that the 100 firms with the best equal employment histories (defined as having a good record in hiring and advancing women and minorities, complying with the EEOC and avoiding employee litigation) had five year annualized returns of 18.3% while the 100 firms with the worst histories for women and minorities had returns of only 7.9%.

Researchers have also investigated the specific impact on share price of receiving an award for either work/life or diversity practices. For example, the United States Department of Labor has an Exemplary Voluntary Efforts Award which is given to companies with high quality Affirmative Action programs. The award is presented by the Office of Federal Contractor Compliance Programs (OFCCP). Award recipients must have no problems with compliance and no complaint investigations by the Equal Employment Opportunity Commission or other agencies. Furthermore, they must have a commitment to Equal Employment Opportunity, a desire to go beyond usual practices, and must have initiated programs that may be replicated by others. To determine the impact of receiving the Exemplary Voluntary Efforts award on stock price valuation, researchers (Wright, Ferris, Hiller & Kroll, 1995) used a method known as event study methodology. This process attempts to determine if there is a significant change in the price of a firm's stock on the days immediately surrounding the announcement of an event of interest. The researchers found that on the day following the announcement of awards, award recipients' stock price was significantly higher. According to the authors,

“The findings of this study indicate that high-quality affirmative action programs contribute to sustaining a competitive advantage and are valued in the marketplace. The extensive financial literature on capital budgeting indicates that valuable investments increase a firm's stock price, and our research shows that investors bid up the stock price of firms that receive Department of Labor recognition for their development of quality affirmative action programs” (p. 283).

A similar study found that there was a small but statistically significant increase in firms' stock prices following the release of the *Working Mother* magazine's list of “Best Companies for

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conducted by
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Investment
Management (1993)
found that the
100 firms with the
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while the 100 firms
with the worst
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and minorities had
returns of only 7.9%.**

Working Mothers” for public firms on the list. The effect was largest the first time a firm appeared on the list in comparison to subsequent appearances (Chauvin & Guthrie, 1993).

Peter Wright and his colleagues (1995) also investigated the impact of damage settlements in discrimination cases on stock price. They found that the announcement of a settlement had a *negative* effect on stock price which persisted for the day following the announcement.

In summary, these studies suggest that, according to indices of profitability such as share price and annualized returns, there are *costs associated with not developing work/life or diversity initiatives as well as benefits from doing so.*

Productivity

Cox and Blake (1991) have detailed several means by which progressive diversity practices might affect the productivity of employees. To the extent that a diverse workforce is more capable of certain types of tasks than a homogeneous workforce, practices that help to recruit and reward a diverse workforce will enable firms to capitalize on these competencies. Some of these capabilities, such as improved problem-solving and creativity, may cut across different types of jobs. Others may be related to specific organizational functions, such as marketing.

An example of how a diverse workforce might have specific competencies not present in a homogeneous workforce comes from a study by McLeod, Lobel, and Cox (1993) which found that on a brainstorming task, ideas of diverse groups were judged to be more feasible and more effective than ideas generated by homogeneous groups. In a review of the literature on diverse work team composition and performance, Jackson (1991) concluded that diverse teams are more creative and innovative. Furthermore, relative to homogeneous groups, diverse groups tend to be more cooperative with others on a task involving a potential high payoff for a “win-win” approach (Cox, Lobel, & McLeod, 1991). Thus, diversity *per se* has benefits for certain types of problem-solving that may be needed in a variety of jobs or situations throughout an organization.

The findings of recent research indicate that a lack of work/life balance may be one of the top six reasons why new managers fail (Schellenbarger, 1996). In addition, there is some evidence to suggest that, at least in the area of work/life benefits, progressive practices are most valued by the high performers. In other words, productivity benefits may be greatest for high performing employees. For example, at IBM, employees were asked to rank the importance of sixteen benefit programs in terms of influencing their decision to stay at IBM. Work/life programs ranked fifth by the IBM employees, but among high performers, they ranked second after compensation (Wohl, 1994). Similarly, at both Johnson & Johnson and Fel-Pro, the people who used and liked family programs most were the highest performers, the least inclined to leave the company and the least likely to have disciplinary problems (Noble, 1993). In other words, *by meeting the needs of good performers, the firm can reward and sustain good performance, and thereby have a positive effect on productivity.*

“...diversity per se has benefits for certain types of problem-solving that may be needed in a variety of jobs or situations throughout an organization.”

In summary, work/life and diversity initiatives can have a positive impact on productivity via specific competencies that a diverse workforce is known to possess, such as greater creativity and a more cooperative orientation. In addition, these initiatives may be especially responsive to the needs of high performers.

Quality

There is not much data showing a linkage between progressive practices and Total Quality Management, mainly because these relationships have not been widely investigated. One exception is a study conducted at Fel-Pro, where researchers found that employees who took advantage of work/family programs were more likely to participate in quality circles and to submit suggestions for process improvements. Specifically, workers who used work/family benefits the most submitted twice as many suggestions as workers who used these benefits the least and were twice as likely to have participated in a quality circle (Lambert, 1993). The study distinguished between benefit use and benefit appreciation. That is, the positive effects on total quality participation were found among high users of the benefits; having a high level of appreciation for the benefits was also independently associated with positive effects on quality participation.

**“...positive effects
on total quality
participation were
found among high
users of the
benefits...”**

Another source that suggests a link between quality and progressive practices is Ann Morrison's (1992) book, *The New Leaders*. For this research, Morrison and her collaborators selected 16 companies considered to be role models in developing diversity in management ranks. Three of these companies were also winners of the Malcolm Baldrige award. In addition, all of the companies in their study placed in the top half of the *Fortune* magazine's ranking of “most admired” companies, a ranking that is based on quality of management, quality of goods or services, innovativeness, financial soundness, and ability to attract, develop and keep talented people (Sprout, 1991).

An organization's investment in quality is, of course, not always matched by an equal level of investment in work/life and/or diversity initiatives and vice versa. For example, Cletcher-Gershenfeld, Kossek & Sandling (1996) classified companies in terms of progress in quality and work/life initiatives, using the Baldrige award criteria and the Family Friendly Index (Families & Work, 1991) to determine the levels of achieved progress. The authors determined that at Merck & Company, Inc. and US WEST, Inc., quality efforts were less developed than work/life initiatives. That is, quality efforts tended to be associated with discrete programs and were not yet fully integrated into organizational culture and systems, whereas work/life initiatives were further along. In contrast, the researchers suggested that Motorola, Inc. had a widespread, coordinated mix of programs for quality that are fully integrated into organizational culture and systems; but this was not yet the case for Motorola's work/life initiatives.

Thus, while there is some evidence to suggest positive impacts of work/life and diversity initiatives on quality, this is an area that deserves further attention.

Turnover

In many industries, turnover rates for women and minorities are higher than for white males. By instituting effective diversity and work/life programs, some companies have been able to reduce their turnover rates. For example, after three years of intensive work/family and diversity programming, Corning reduced attrition of female employees from 16.2% to 7.6% (Fierman, 1994).

A survey conducted by the National Council for Jewish Women (1988) found that the provision of employer supports for child care significantly reduced the quit rate following childbirth. In this study, women who worked in companies offering any one of the employer supports measured (e.g., parental leave, flexible scheduling or employer-sponsored child care) were 9% more likely than women without any support to have returned to their jobs after childbirth. Nearly three-fourths of respondents to a survey at Johnson & Johnson said that family policies were "very important" in influencing their decision to stay at Johnson & Johnson (Noble, 1993).

The data just described focused on effects of *availability* of various programs, but did not specifically relate program usage to turnover. The effect of *usage* of specific benefits or programs on turnover rates of employees has been tracked in some companies, particularly in relation to on-site day care. For example, Lotus found that the turnover rate for users of an on-site day care center was 4-5%, as compared to an 18% turnover rate in the industry. Similarly, at PCA International, parents using an on-site day care center had a 25% lower involuntary and voluntary turnover rate compared to non-users (Solomon, 1985).

In summary, *research suggests that availability and usage of diversity and work/life programs are associated with reductions in turnover.* It is important to note, however, that these programs alone will not prevent women from leaving a firm. Indeed, a number of studies have shown that when women leave organizations, they are not leaving to stay home with kids. For example, Monsanto exit interviews found that women were leaving to start their own businesses because of perceived glass ceiling barriers at Monsanto. A study by Vicki Tashjian (1990) also reported that more women leave because of career blocks than because of work/family conflicts. For these reasons, Morrison (1992) advises organizations to collect data so that appropriate solutions to turnover and other problems can be identified.

Absenteeism/Tardiness

Brooke & Price (1989) found that hospital employees with higher numbers of dependents tend to be absent more frequently than those with fewer or no dependents. Individuals may be tending to sick dependents or substituting for dependent caretakers who may be unavailable. To the extent that back-up or sick dependent care is available, employees will be able to remain at work. For example, a Fortune 100 company with 30 back-up child care spaces found that children of managers and non-managers used 1,600 spaces each in 1994. In other words, if the spaces had not been available, the organization might have experienced 3,200 absences in a single year (Kwasha Lipton, 1995).

**"...more women
leave because
of career blocks
than because
of work/family
conflicts..."**

Employees faced with child care problems may also be late for work more often. For example, an employee in the State of California Motor Vehicles office was disciplined for being frequently late for work because she did not want to leave her children at school before school opened (Shellenbarger, 1993). Where flexible scheduling can be implemented, tardiness due to chronic problems such as these can clearly be eliminated.

In summary, absenteeism and tardiness, related to dependent care demands, may be reduced with appropriate programs, such as back-up, sick care, or flexible scheduling. Even with programs such as back-up care for mildly ill dependents, some employees may prefer to provide this care themselves. In these cases, flexibility may be valued even more.

"The continued success of our business depends on our ability to attract, motivate and retain high caliber employees. By providing work/life supports, we feel we can improve commitment, productivity, and retain our top performers through the reduction of employee stress/job burnout, absenteeism and health related costs."

Allstate Insurance Company Manager

LINKING WORK/LIFE AND DIVERSITY TO OVERALL COMPETITIVENESS

Although the impacts described above may be convincing to some, there is no doubt that more "mileage" can be gained by linking these specific outcomes to important broader objectives, like departmental goals, strategy, or meeting needs of multiple stakeholders. We will revisit some of the effects described above and show how they can be presented within each of these perspectives.

Competitiveness via Positive Impacts on Stakeholders

As mentioned above, we can describe linkages of work/life to business objectives in terms of *costs and benefits for different stakeholders*. For example:

- What are the costs for shareholders, employees or communities when employees experience conflicts between work and personal life?
- What are the costs for various stakeholder groups when an organization lacks diversity in the employee base or is unable to manage diversity effectively?
- What are the benefits for stakeholders that can be expected or measured from interventions designed to prevent or reduce work/life conflict or to increase and effectively manage diversity in the employee base?

The choice of which stakeholders are most important will vary from organization to organization. Some stakeholders, such as shareholders, have an obvious stake in the business. Others, such as children in neighboring schools who may be future employees, are less obvious stakeholders. It is important to identify a full range of stakeholders as a separate step from determining which groups are currently most relevant.

I will use the example of reputation to illustrate the stakeholder perspective. In recent years, lists of "good places to work" and awards for good company practices have proliferated, especially in the work/life and diversity arena. These lists include:

- “25 Best Places for Blacks to Work” published by *Black Enterprise* magazine;
- Baila Zeitz and Lorraine Dusky’s “Best Companies for Women”;
- “Hispanic 100: The One Hundred Companies Providing the Most Opportunities for Hispanics” published by *Hispanic* magazine; and
- *Working Mother* magazine’s list of “100 Best Companies for Working Mothers.”

Catalyst presents awards for organizations doing a good job of developing and advancing women; the U. S. Department of Labor presents annual Exemplary Voluntary Efforts awards for organizations with innovative and successful diversity initiatives.

Although there may be concerns about how valid these lists or awards are, the point to be made here is that public acknowledgments of a company’s efforts are one way that work/life and diversity programs can influence an organization’s reputation. An organization’s reputation can have an impact on multiple stakeholders— investors, current and potential employees, and consumers— and contribute to its ability to compete more effectively. The organization may become an “employer of choice,” able to attract candidates for jobs more easily, thereby reducing recruitment costs. A positive reputation also contributes to becoming a “supplier of choice.” When companies, such as Paul Newman’s dressing, Ben & Jerry’s, and the Body Shop, advertise their good corporate citizenship, consumers may choose their products over others. A company may become an “investment of choice” for similar reasons. For example, mutual funds, such as Parnassus Funds, attract investors who wish to invest in a company they believe is socially responsible.

Some companies have purposely avoided being singled out for list or award recognition because they are concerned that the impact on current employees may be to raise expectations beyond what the organization is prepared to meet. At times, diverse stakeholders have different needs that may be difficult to satisfy to the same extent. Employees’ needs for flexible work hours or time off to deal with family emergencies may conflict with customer needs for service. In weighing the pros and cons of a particular investment or policy, it then becomes important to try to quantify the impacts as much as possible. For example, after extending benefits to domestic partners of gays and lesbians, Lotus received 600 letters. Among those, there were 3 times as many favorable letters as unfavorable. Although some shareholders did withdraw their investments in protest, the Vice President of Human Resources estimated that the overall impact on the company was positive. Estimates of the value of positive public relations range from \$12,000 (Schmidt & Tate, 1987) to \$40,000 (Solomon, 1985) annually.

Competitiveness via Positive Impacts on Strategy

Linkages to the bottom line can also be described in terms of impact on organizational strategy. Some examples of strategies include: becoming a leader in customer service; developing new distribution channels, such as direct mail; designing and producing the highest quality products; focusing on a narrowly-defined customer niche, or conversely, becoming a global organization with a very diverse customer base. In addition to marketing, research and develop-

ment, and finance strategies, human resource strategies, such as managing diversity, can be identified as a source of competitive advantage.

In this section, I will use the *strategy of being a low-cost producer* as an example. The question becomes, "What kind of impacts do diversity and work/life initiatives have on an organization's ability to contain costs?" A secondary question might be, "How do these results compare to costs and benefits associated with other initiatives such as downsizing?"

Examples of the positive impact of certain programs and policies on turnover rate were given above. Although a reduced turnover rate may seem desirable, the actual cost savings may not be apparent. Turnover costs include the cost of separation, replacement and training (Kossek & Grace, 1990). A study by Merck found that turnover costs were 1.5 to 2.5 times annual salary (Solomon, 1985). In other words, to figure savings associated with a reduction in turnover following implementation of a particular benefit, one would calculate turnover rates before and after implementation, and multiply the number of employees affected by 100% to 150% of annual average salary. Turnover rates of participants in a particular program could also be costed and compared with non-users. If unwanted turnover rates can be separated from turnover in general, these figures will prove even more valuable.

Another type of comparison examines the cost of individuals on leave who then return to their job with the cost of replacing the individual from the time the leave begins. According to the Families and Work Institute, in a company with a liberal leave policy and paid disability, the average cost of leave was 32% of annual salary (28% of non-management and 39% of management), compared to replacement costs of 75% and 150% of salary for non-management and management employees, respectively. With a generous policy, 94% of leave-takers returned after leave, compared to the more typical retention rate of 85% (Marra & Lindner, 1992). Aetna has estimated that family leave policy saves it roughly \$2 million per year in replacement costs.

Absenteeism costs include compensation and benefit costs plus indirect costs such as temporary help and production downtime and can be estimated by multiplying salary per absent period times three. The Fortune 100 company with the back-up day care, mentioned above, calculated a savings in lost time and productivity for one year to be \$459,200 based on the actual usage of 3,200 spaces. With operating costs of \$419,000, they calculated annual net savings of \$40,200 (Kwasha Lipton, 1995). Note that this is a conservative estimate because they used actual average salaries (\$60,000 per year for management and \$25,000 per year for non-management) and did not include indirect costs for temporary help and downtime. Kossek, Sperber, & Sullivan (1989) estimate an average of 7.8 days per year of absenteeism for parents of young children related to child care problems. The number of days absent can be multiplied by 3 times the average annual salary for the organization divided by the number of days paid per year. Thus WMX Technologies estimated saving \$1,600 per year per participant by lowering absentee and turnover rates and use of medical benefits by participants in support groups for parents.

"...the average cost of leave was 32% of annual salary... compared to replacement costs of 75% and 150% of salary for non-management and management employees, respectively."

Table 2 lists some "Handy Rules of Thumb" for calculating costs of absenteeism and turnover. The impact of lower turnover and absenteeism rates can be translated into lower operating costs using methods such as these (Cox & Blake, 1991).

TABLE 2: HANDY RULES OF THUMB

-
- Labor Costs: Multiply salary X 3 (includes fringe benefits and overhead)
 - Recruiting Costs: Multiply first year salary X 1/3
 - Training Costs for New Hires: 10% of first year salary
 - Learning Curve Costs for New Hires: 50% of first year salary
 - 30 Year Commitment to New Hire: Multiply 160 X starting salary
-

Cascio, 1991

As mentioned above, one may inquire how cost savings associated with work/life or diversity programs compare to other cost-cutting initiatives such as downsizing. Conventional wisdom holds that when a firm gets into trouble due to lagging sales and rising costs, cutting the size of the organization to reduce fat and waste is a normal and effective response. A study by DeMeuse, Vanderheiden & Bergmann (1994) found that just the opposite might be true. The financial performance of Fortune 100 companies was tracked over a five-year period, two years prior to layoff announcement, the year of the announcement, and two years after. The results indicate that financial performance worsened following announced layoffs. According to the *Wall Street Journal* (1995), only 22% of 476 human resource executives say they still have a hiring freeze, down from 30% in 1991. Understaffing problems such as increased stress levels, missed deadlines, and decreased customer service were cited as reasons for lifting the freeze. In other words, downsizing may appear to offer short-term benefits, but the long-term costs are often underestimated. In contrast, work/life and diversity initiatives may appear to be too costly in the short-term, but the long-term benefits are often underestimated.

As an alternative to downsizing, innovations from Europe show how to preserve high levels of employment along with work/life benefits. For example, rotations programs enable one employee to travel or study for a year while somebody else rotates into the job. At Volkswagen in Germany, to avoid unemployment, workers have accepted a 28 hour week with a 10% reduction in salary. Across Europe, there are trends to reduce the number of hours in the basic work week, increase collective agreements on work hours, reinforce part-time work with appropriate incentive compensation, and develop flexible schedules and rotation practices (Deroure, 1995).

Competitiveness via Positive Impacts on Business Functions

Another way to address linkages between initiatives and business objectives is to consider the cost impact of not addressing work/life conflict or diversity in terms of key business functions, such as marketing, human resource management, or finance. As above, questions may also be phrased in terms of benefits. For example, does a proactive or reactive intervention have a positive impact on these functions?

The effect of initiatives on human resource management indicators, such as turnover and absenteeism, was already described. Cost savings help an organization achieve its financial goals. In this section, we will focus on how another key business function, namely marketing, can be affected by work/life and diversity initiatives.

The idea that an organization benefits from having a workforce that is representative of the customer base is referred to as the marketing argument by Cox and Blake (1991). Diversity can contribute to giving an organization a competitive advantage in marketing in two ways. First, customers may prefer to buy products from an organization that has a favorable reputation as being a good place to work. Second, consumers from different cultural and ethnic groups may have different product preferences or respond to marketing appeals in different ways. By having a workforce comprised of people from the same ethnic and cultural backgrounds as the potential consumers, product design and market campaigns can be more sensitive to diverse customers. For example, *USA Today* credits their success to having a diverse workforce capable of meeting the needs of a diverse marketplace. At Avon, their top sales division for two years was their most diverse. It was headed by a Hispanic woman and the 18-member team included Asian-Americans, Hispanics, African-Americans and whites (Schmidt, 1988).

To make a similar marketing argument for work/life initiatives, one would need to suggest that by responding to the work and personal life issues of employees, an organization is better able to meet the needs of customers, either through product design or customer service. For example, some TWA airplanes contain a tray that folds down over the toilet in the bathroom for changing baby's diapers. According to a flight attendant with whom I spoke, when the airline surveyed flight attendants about what items were most needed on an airplane, this item ranked first. Such a suggestion might emerge from having employees who understand firsthand how difficult it is to change a diaper on most airplanes. This feature has not, however, been used in marketing campaigns. Instead, a current TWA ad shows a man stretched out in his seat, emphasizing the extra leg room offered to business class customers.

In some campaigns, an ad emphasizes the links between the professional service the company provides and good corporate citizenship around the theme of children and families, but meeting employee needs around these issues is not mentioned. For example, an ad for Johnson & Higgins, an employee benefit consulting and insurance service, indicated that on May 11, 1995, their offices would close so that employees could work with community organizations. According to the ad: "At J&H, we spend our professional lives creating programs that help ensure the future of our clients. Tomorrow, we'll be working in programs that help create a brighter future for kids and the communities in which they live." Note, that in terms of the stakeholder perspective described earlier, this ad emphasizes the benefits to the external stakeholders (namely the community) without identifying the benefits for internal stakeholders (namely employees).

**"...USA Today
credits their
success to
having a diverse
workforce
capable of
meeting the
needs of a
diverse
marketplace."**

To summarize, *the marketing argument has been used successfully to defend the importance of diversity initiatives*. Diversity initiatives help attract and retain a diverse workforce which is better suited to meet the needs of a diverse marketplace. Development of the argument that work/life initiatives help attract and retain employees who are most capable of meeting customer needs has been limited, by comparison, and warrants further attention.

LINKAGES TO BUSINESS OBJECTIVES: SUMMARY REMARKS

By emphasizing the broadest possible impacts of work/life and diversity initiatives, their value to the business can best be demonstrated. One may start with discrete outcomes, such as effects on turnover rates, and consider the relationship of turnover to departmental goals, strategies, or stakeholder concerns. Or, one may start with broader questions, such as:

- What might be the impact of a particular policy on various stakeholder groups?
- How will this policy help in implementing our globalization strategy?
- How should we measure the impacts?

The stakeholder, strategy, and business function perspectives are not mutually exclusive. They can be used together to frame appropriate questions and demonstrate impacts.

In terms of the broader perspectives described here, arguments about impacts of diversity seem to be more common. In part, this may reflect the manner in which these initiatives are structured within companies. Work/life often falls under benefits, whereas diversity may be located in a more strategic position. Furthermore, work/life responsibility tends to be found at a lower level than diversity responsibility in organizations. For example, in a Conference Board survey of 131 organizations conducted in 1992, they found that 60% had diversity positions at the Director or Vice President's level (Families and Work Institute, 1994).¹ Perhaps having the functional responsibility for work/life at a lower organizational level makes it more challenging to take a broader perspective and talk in terms of key business objectives.

Nonetheless, both diversity and work/life can affect an organization's reputation and profitability, outcomes which can easily be framed within the broader stakeholder and strategic perspectives. Diversity appears to be easier to sell as a means of increasing an organization's marketing effectiveness. To date, fewer links between work/life and attaining business objectives have been based on the marketing issues and more on the performance of employees (e.g., by meeting employee needs, they will be more committed to the organization and will be more willing to invest in initiatives such as Total Quality Management). Ultimately, both work/life and diversity can be components of an integrated strategy to improve employee effectiveness.

¹ Of the eleven respondents to the Work and Family Roundtable survey conducted to obtain some background information for this paper, three indicated that responsibility for diversity was at a higher level and seven reported that the diversity and work/life positions were either equal or were, in fact, held by the same individual. One company was in the midst of a re-organization which prevented it from supplying this information. None of the respondents indicated that work/life was at a higher level.

In making the arguments for linkages of both areas to business objectives, the following points are important to keep in mind:

Policy makers need to calculate actual costs vs. imagined costs.

For example, at Lotus, rather than assume that extending benefits to domestic partners of gays and lesbians would be prohibitive in terms of higher health insurance costs, their research showed that according to the demographics of their workforce, there would be no greater cost risk for insuring homosexual couples. Furthermore, because of the rigorous requirements for eligibility (including signing an affidavit of long-term commitment to the domestic partner), of 3600 employees, only 12 signed up when the program was implemented. Today, still less than 1% of Lotus' workforce has enrolled in its spousal equivalent program.

Benefits can only be reaped when programs are accepted and used by employees.

For example, a survey of employees at 80 major companies by Work/Family Directions found that fewer than 2% of eligible employees take advantage of job sharing, telecommuting and part-time work (Fierman, 1994). Flextime is the most popular option, with a quarter of eligible employees using it. Despite a potentially greater need by lower income employees, flexible spending accounts tend to be used by employees with higher incomes, because they are more likely to have dependent care arrangements that are "on the books" and they are also more likely to be able to afford the float associated with these accounts (Lobel & Kossek, 1996). Kossek and Grace's (1990) research showed that parents without children who planned to have them in the next two years said they would use almost all of a variety of potential programs offered, whereas actual parents were interested in far fewer. Therefore, it is important to recognize that the benefits employees want and need are not necessarily the same as those they will use. These findings would suggest that conservative estimates of participation rates are generally appropriate.

We need more research on effects as seen from these broader perspectives.

We need to document efforts to link work/life and diversity to broad business objectives. The kind of research likely to be most valid will be company specific case studies, rather than generic studies of effects on turnover rates, for example. Case studies will identify relevant stakeholder groups and concerns, business strategies and functional goals for each organization and can examine the impact of the initiatives on these specific variables.

CONSIDERATIONS FOR THE CORPORATE READER

What information would you need to “make the business case” for either diversity initiatives or work/life initiatives if you wanted to use the following perspectives?

- Showing linkages to specific outcomes?
- Showing linkages to stakeholder priorities?
- Showing linkages to business strategies?
- Showing linkages to business functions?

Given the corporate culture of your organization, which perspective would offer the most compelling case for these initiatives?

Is it easier to make the case for diversity or work/life in your organization? Why?

IV. EVOLVING PERSPECTIVES

In a recent Families and Work Institute paper, "To link or not to link: The relationship between corporate work-family and diversity initiatives," the authors considered the pros and cons of linking these two policy arenas. For example, in their survey of 25 companies, respondents indicated perceived advantages of linkage, such as creating more buy-in for diversity or avoiding competition between the issues. Perceived disadvantages included diluting attention to each issue. We now will turn to the topic of how diversity can be conceived as an aspect of work/life and then discuss how work/life can be conceived as an aspect of diversity.

Diversity as an Aspect of Work/Life

What constitutes a family? The expansion of the meaning of the term "family" is a first step in incorporating diversity as an aspect of work/life. The term "family" has come, over time, to refer not only to traditional families with two parents, but also to other patterns of relationships (e.g., siblings, parents-in-law, grandparents, grandchildren, aunts and uncles, and non-married partners). The legal definition of family used by the United States Census is "two or more persons related by blood, marriage, or adoption who reside together" (Ahlburg & DeVita, 1992, p. 5). The federal Family and Medical Leave Act includes any one who takes the place of a parent in its definition of parent-child relationship; however, it does not include gay and lesbian partners as members of a family (Shellenbarger, 1993a).

A broadened definition of family takes the variety of family structures (e.g., single parent or blended families) into consideration. Still, as with the federal law, non-traditional families may be excluded. The broadest definition of family focuses on the emotional bonds between individuals. For example, at a recent meeting of the Work and Family Roundtable, this more general working definition of family was developed: "Any relationship between two or more people related by blood, legal ties, financial or emotional support" (Lobel, Googins, & Bankert, 1994). In a similar vein, a survey conducted by Massachusetts Mutual Life Insurance Company asked 1200 adults to describe what constitutes a family. Only 22% picked the legal definition; 75% opted for "A group of people who love and care for each other" (Rosen, 1991).

In many cases, the relationship of individuals to their pets also involves emotional ties and support. The positive impact of caring for a pet on the mental and physical health of nursing home patients and depressed individuals has been established in psychological and medical literature (Boldt & Dellman-Jenkins, 1992; Hoffman, 1991; Siegel, 1990). Certainly the illness or loss of a beloved pet may affect an individual's well-being, even if only temporarily. Custody battles over pets are increasingly being fought in the courtroom (Sharpe, 1994b). One divorced man said, "It's really easy to ridicule the situation. But if you love a dog, it becomes a member of your family" (p. A1). Another individual conceded that giving up the dog was the hardest

part about ending a failed marriage. A cafeteria benefits plan with veterinary insurance might be one example of considering individuals and their pets as comprising families.

Expanding the definition of family provides a greater number of employees access to benefits. A cafeteria benefits plan is one means of controlling costs while at the same time offering expanded coverage to a larger group of employees by virtue of a broader definition of family. A two-tier approach is another method, with a broader definition being used for work/life policies, eligibility for participation in Employee Assistance Programs (EAPs) or bereavement leave, and a narrower definition being used for medical, welfare, and regulated benefits (Conference Board, 1993). While the need to control costs pushes for a narrower definition, expansion of coverage, itself, may result in cost-savings because of increased attraction, retention, and commitment.

Four key elements of diversity that are relevant to work/life issues are differences associated with:

- characteristics of family composition and structure;
- cultural and ethnic affiliations,
- gender, and
- characteristics of labor force attachments.

1. Targeting Different Kinds of Families

A Conference Board survey found that adoptive families, blended families, homosexuals and single parents are the family types which are most likely to be identified in terms of special needs and to receive targeted information (Conference Board, 1993). The survey of 140 organizations found that more of them were planning to develop new programs that would target diverse families (42.7%) than were not (24.6%) or didn't know (28.1%). In general, companies may want to conduct research at their own worksites to help identify needs of employee groups who vary in their work and personal life needs.

The following paragraphs offer some examples of ways that employers might target specific groups. Again, I do not intend to provide an exhaustive list of needs, but merely to emphasize how groups might be targeted as a direction for future efforts within organizations. For example:

Single parents lack time, money and social support for dependent care. Therefore, they especially value sick care help, resource and referral, and vouchers for dependent care (Kossek, 1990). Single mothers may not necessarily need different programs but they may need more encouragement to use them (Conference Board, 1993). Other valued supports include legal aid, custody help, and psychological support.

Adoptive families need information on the process of adoption, state and federal laws, domestic and foreign adoptions, and on the transition to becoming an adoptive parent.

Grandparent caregivers need information on legal issues, interacting with the grandchild's school, and dealing with adolescents.

There may be a perceived absence of demand to target *gays and lesbians* because they may be reluctant to step forward. Nonetheless, they have needs for equity in compensation,

particularly as it relates to benefits for domestic partners. Gay and lesbian support groups and diversity training for co-workers will also be valued.

Dual career parents may especially value the opportunity to work a part-time schedule as a means of caring for young children, while remaining on their career track (Kossek, 1990). Relocation assistance for spouses may be important as well.

Single people need to feel that they are being treated equitably, in relation to employees with dependent care responsibilities. They should also be allowed discretion in terms of job duties outside of normal work schedules. They should be able to pursue outside work interests and to take advantage of flexible schedules.

Sandwiched employees, who have elder care responsibilities as well as dependents under the age of 18, have the greatest difficulties managing elder care (Jick & Mitz, 1985). They may need extra supports in this arena, as well as stress management assistance. The National Survey on Caregivers found that of 1,000,000 employed people caring for an elder, 20% cut back on hours, 29% rearranged schedules, and 19% took time off without pay (Stone, Cafferata, & Sangl, 1987).

2. Targeting Cross-Cultural Differences

Recognizing and responding to cross-cultural differences related to work and personal life is a natural extension of diversity efforts within corporations. There are a number of important cultural issues relevant to work/life experiences including: a) cultural differences in the importance placed on family and work, b) gender role differences among cultures, c) variations in the labor force participation of men and women from different ethnic and cultural groups, and d) cross-cultural differences in preferences for employer-sponsored family programs and policies.

Cultures differ in the relative emphasis they place on obligation to family. There is some indication that in Asian, Hispanic, and African-American cultures, cooperation is high among individuals who are considered part of the "in-group" (e.g., family) (Cox, Lobel, & McLeod, 1991). For example, a study by Triandis, Marin, Betancourt, Lisansky and Chang (1982) reported on the willingness of Hispanic and non-Hispanic respondents to sacrifice for the welfare of various family members. The survey asked individuals how willing they would be to spend a substantial amount of money (e.g., travel costs) in order to be present at 19 different crisis times or celebrations involving members of their nuclear and extended families. Interestingly, Hispanics were more willing than non-Hispanics to make financial sacrifices to attend celebrations, such as birthdays, weddings and baptisms. Hispanics were also more willing than non-Hispanics to make financial sacrifices for events involving members of the extended family, such as a nephew's baptism. Research on African-Americans has also highlighted their greater reliance on extended kin systems, both within and outside of the family, which fulfill many functions served by the nuclear family household (Hackett & Jackson, 1993). Cultural and ethnic factors appear to affect the definition of the family (e.g., which people are considered to be family members) and the corresponding sense of obligation to different individuals. These cultural differences in the nature and expectations of family life may have consequences for behavior in organizations, such as an employee's desire for flexibility to be able to attend to family obligations that another person might consider unimportant.

"Cultural and ethnic factors appear to affect the definition of the family (e.g., which people are considered to be family members) and the corresponding sense of obligation to different individuals."

Racial and cultural differences within families may have implications for work/life experiences. For example, in some cultures, such as the Hispanic culture, roles associated with each gender are more clearly differentiated than in Anglo culture. In a multicultural marriage, different expectations about role responsibilities may cause a particular couple to face unique stressors, relative to couples with similar ethnic or cultural backgrounds.

Differential rates of labor force participation by ethnicity may have impacts on the kinds of social and economic supports that employees are likely to have within the family and to value from corporations (Ferber & O'Farrell, 1991). In the 1950s, there was a larger difference between labor participation of non-white women (46%) and white women (34.5%) than now (nonwhite 58.7% and white 57.2%). The labor force participation rate of African-American men (which, in the 50s, was the same as that of white) has declined and non-white men are 6 percentage points higher. Among all groups, the labor force participation of Hispanic women is the lowest and of Hispanic men is the highest.

A larger proportion of white women work part-time by choice compared to African-American women. Within the Hispanic population, economic conditions have improved for Cuban-Americans in the past decade, deteriorated for Puerto-Ricans, and remained stable for Mexican-Americans (Bean & Tienda, 1988). In some areas the proportion of Puerto Rican families with female heads of households is approaching that of African-Americans (Ferber & O'Farrell, 1991). Figures 3 and 4 depict some of changes in the labor force participation rates.

FIGURE 3

LABORFORCE PARTICIPATION BY RACIAL IDENTIFICATION

AS % OF TOTAL LABORFORCE*

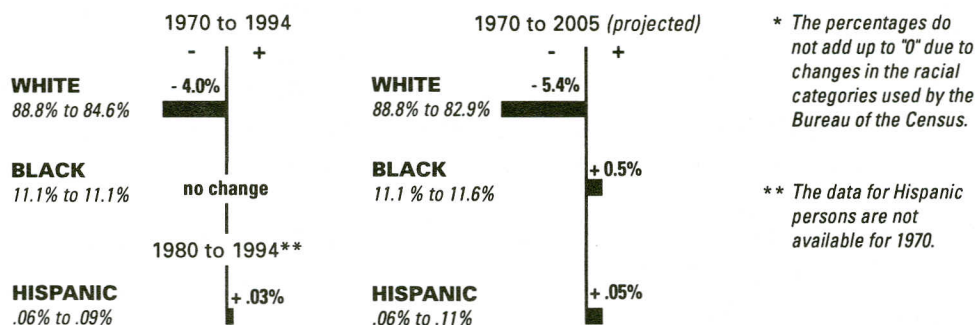
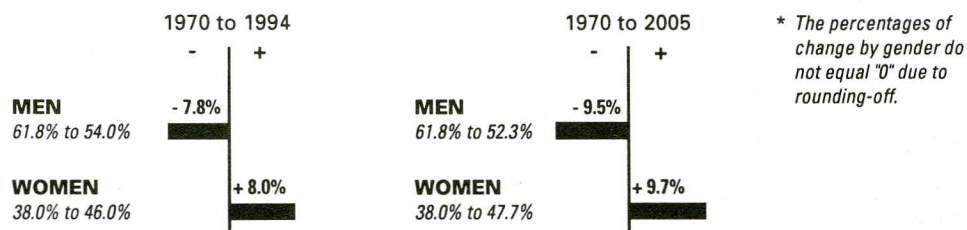


FIGURE 4

LABORFORCE PARTICIPATION BY GENDER

AS % OF TOTAL LABORFORCE*



Source: U.S. Bureau of the Census, 1995

Cultural differences in impacts of work on other aspects of life may be associated with variations in the types of organizational support valued by employees. African-Americans report the highest levels of stress, job related and otherwise, and have the most health problems in comparison to whites and Mexican-Americans (Jackson & Antonucci, 1989). African-Americans have more positive attitudes towards leaves of absence but are *not* more likely to intend to take leaves relative to whites (Kossek, Barber & Winters, 1993), possibly because they are less able to afford unpaid leaves.

In general, poorer jobs and lower incomes of minorities have negative effects on families (Gerstel & Gross, 1987). For children from low income families, high quality child care has a positive effect on intellectual development, possibly compensating for stressed family environments (Slaughter, 1983; Ramey, Bryant & Suarez, 1985).

"Research shows that having children is more likely to impede the career advancement of women than men due to career interruptions and temporary departure from the labor force, lowered job responsibilities, and supervisor beliefs of lowered job commitment."

3. Targeting Gender Differences

In addition to cultural differences in the nature of family and in commitment to its members, there are gender differences associated with family roles. Although fathers are showing a growing interest in child-rearing, society still sees child care as the primary responsibility of women (Couter, 1984) and women are socialized to be more directly involved in the care of children. For example, female employees assume greater responsibility for child care, and they are more likely to make child care arrangements and take care of problems when child care arrangements break down, regardless of the age of the child (Galinsky, 1988; Burden & Googins, 1987). Women prefer part-time and job share more than men (Kossek, 1990). Research shows that having children is more likely to impede the career advancement of women than men due to career interruptions and temporary departure from the labor force, lowered job responsibilities, and supervisor beliefs of lowered job commitment (Lewis & Cooper, 1988; Schwartz, 1989; Gwartney-Gibbs, 1988).

Employment has beneficial effects on physical health, particularly for unmarried women, African-American women, and Mexican-American women (Repetti, Matthews, & Waldron, 1989). These effects may be mitigated, however, when women are trading the low power position of homemaker for a job with little power.

4. Targeting Differences Associated with Characteristics of Labor Force Attachment

Shift workers represent a portion of the employee population with special needs. Thirteen percent of women and 16% of men work fixed non-day shifts, while 4% of women and 9% of men work rotating shifts (Presser, 1989). More care by the father is related to shift work. Night shifts cause more problems with marital relationships whereas afternoon shifts cause problems with parent-child relationships (Mott, Mann, McLoughlin, & Warwick, 1965). Staines & Pleck (1983) found that the negative effects of shift work are greatest when workers have no control over their schedules. Time with kids can be increased when workers are given control.

The *working poor* represent another group of employees for whom organizational supports may prove very effective. Among female single parents who work, 17% of whites, 29% of blacks and 31% of Hispanics are below poverty level (Ferber & O'Farrell, 1991). Paid disability leaves are available to only 25% of workers in companies with fewer than 100 employees and are less likely to be available to low income workers (Scharlach, 1995). Single parents or low-income workers may benefit from temporary disability leave for childbirth or illness as well as wage replacement for unpaid leave.

Non-managers are more interested than managers in family day care networks. Managers are more interested in flexible spending accounts (Kossek, 1990).

The Commonwealth Fund reported that more than half of all *older workers*, aged 50-64, would extend their careers if their employers were willing to continue making pension contributions after age 65 or transfer them to a job with less responsibility, fewer hours, and less pay as a transition to full retirement. Older workers need flexibility, greater access to training, more opportunities for self-employment, strong enforcement of anti-discrimination laws, age neutrality in pension plans, portability of pensions, partial benefits for part-time work, and community rating for health insurance.

Work/Life as an Aspect of Diversity

Earlier, I described how in many organizations, diversity efforts are largely fueled by legislative mandates. Going beyond the "legal" mindset for thinking about work/life as an aspect of diversity means considering how an individual's work and personal life attributes affect his or her ability to adhere to traditional models of success. For example, many jobs and career paths have been designed based on the model of an employee with a non-working spouse to manage personal life responsibilities. Relocation, as a requirement for advancement, also presumes that a family can be moved with relative ease.

As described earlier, the monolithic organization is one in which women, minorities, foreign nationals and others are expected to conform to existing organizational norms (Cox, 1991). In other words, individuals with non-work responsibilities or interests will be expected to make sacrifices in those arenas in order to be successful in their careers. When work/life is perceived as an aspect of diversity, then progression towards the multicultural organization will involve changing the organization's model of success, not merely making individuals adapt to an existing model. In addition, the broader life cycle approach, associated with work/life, can be applied to diversity by considering how an individual's career development needs change over the course of his or her career. For example, socialization and mentoring are important at early stages, while opportunities for payback and regeneration may be important at later stages.

Steps in the direction of changing an organization's model of success to accommodate the diversity of work/life experiences involve:

- **Reducing dependence on face time as an indicator of performance**

Managers need to recognize biases associated with using face time as an indicator of performance. For example, managers may assume that employees who are physically present are devoting efforts fully to the job. Articles such as Sue Shellenbarger's (1994) "How to look like a workaholic when you're not" describe tricks employees use to cater to these biases. For example, an employee may come to work on a weekend, leave lunch wrappers in the garbage, but spend time paying bills. Similarly, managers may assume that employees who do not work overtime or who are working outside of the office are less committed. Often, these employees are particularly efficient because of the more rigid constraints they face on their time. The Merck Work/Life Philosophy document

specifically advises that managers should measure productivity and loyalty by accomplishment, not by how many hours a day an employee works.

- **Recognizing organizational and personal costs of a workaholic lifestyle**

Work/life programs are often designed for individuals with the most visible work/life conflicts. The workaholic may be held up as a role model for other employees, despite a crumbling marriage and family. Kofodimos (1993) has developed tools to measure the organizational climate regarding time and energy imbalance, that is, overinvestment in work at the expense of other aspects of life. When the negative personal and organizational consequences of workaholism are understood there will be incentives to identify “heroes” of the new culture who exemplify a more balanced existence. Changing organizational cultures means rewarding employees for living balanced lives and recognizing the value for organizations in doing so. For example, Deloitte & Touche has been engineering a cultural change to promote and reward employees who openly pursue a more balanced lifestyle (Shellenbarger, 1994).

- **Examining assumptions behind work/life programs**

Work/life benefits generally are designed with the implicit objective of reducing work/life conflicts in such a manner that a person is able to devote more time and energy to work. For example, sick child care enables parents of mildly ill children to work while somebody else tends to their children. These assumptions need to be surfaced. In some cases, the programs may need to be changed as a result of recognizing the underlying assumptions and examining consistency with the values and mission of the organization.

- **Respecting the whole person**

Both diversity and work/life have evolved in the direction of greater inclusiveness to recognize the many different types of employees who can contribute to an organization's vitality. Thinking about work/life as an aspect of diversity also helps us to think about inclusiveness in terms of the different interests and commitments of a single individual and how these varied “identities” contribute to an organization's outcomes.

Community outreach, such as tutoring children in schools, is one way that organizations have acknowledged that there is value for the organization when employees devote energy to non-work roles. There is great potential in this area for discovery and research about how these and other non-work commitments further organizational goals.

CONSIDERATIONS FOR THE CORPORATE READER

Who are the various stakeholders associated with your company's *diversity* initiatives?

Who are the various stakeholders associated with your company's *work/life* initiatives?

Has your company analyzed the direct and indirect costs and benefits resulting from its *diversity* initiatives?

Has your company analyzed the direct and indirect costs and benefits resulting from its *work/life* initiatives?

What intended outcomes for your *diversity* initiatives have been measured and rewarded?

What intended outcomes for your *work/life* initiatives have been measured and rewarded?

V. MODELS FOR CHANGE

How do we help managers and others acquire the skills that are necessary to effectively manage diversity and encourage work/life balance? Are similar skills needed for both arenas? Do we need to go beyond the kind of general management training that people undertake or is it true that if you manage people well, you will have the skills necessary to manage these issues as well?

According to SIETAR, the Society for Intercultural Education, Training and Research, the following skills are necessary for successfully working with people from other cultures:

- Awareness of one's own culture, one's own limitations, and one's stereotypes
- Empathy and respect
- Willingness to learn from interactions
- Non-judgmental approach to others
- Communication skills
- Flexibility
- Tolerance for ambiguity
- Being able to coach, empower and give feedback to someone with a different background

In meetings of the Wharton/Merck WorkLife Roundtable (1995-1996) convened to define the kinds of skills necessary for managing work and personal life issues, this list emerged:

- Communicate vision, goals and performance objectives
- Reward according to performance objectives
- Actively listen to employees and provide necessary support
- Question assumptions and engage in creative experimentation regarding the nature of work
- Manage organization change to create conditions which support work, family, and community
- Seek and reward synergies between business priorities and work/life initiatives
- Build relationships based on mutual trust and respect

Relationship-building, flexibility, tolerance for ambiguity, and communication skills are important in both arenas. The ability to empower others is also critical. The work/life skills may include a greater focus on time management (e.g., the ability to prioritize) and re-engineering of jobs. The diversity skills may more overtly emphasize dealing with people who are different. Nonetheless, it is evident that the majority of the needed skills are shared.

It is also clear that the kinds of skills needed are precisely those that will be difficult to teach in a classroom. What is called for is truly a different style of management, rather than a new knowledge base. M.B.A. programs around the country have been revamping their curricula to

enable graduates to be better equipped to deal with a fast-paced, global, and dynamic business world. According to a recent *Fortune* article (O'Reilly, 1994), today's graduate needs to:

- Develop cross-functional skills
- Be a visionary
- Contribute both as a team player and team leader
- Conduct work in an ethical way
- Be computer fluent
- Be comfortable with technology
- Be smart and conscientious
- Possess some experience of excellence

Most of what we know to be necessary for work/life and diversity skills would probably be subsumed under the item about "being a team player." Lists such as these make it apparent that general management education, even for today's environment, will not necessarily entail the kinds of training needed for successful diversity and work/life management. Effective educational models, within universities and within organizations, need to be developed.

By identifying the kinds of skills people need and the kinds of values within organizational cultures that will support true change, corporations will begin to enhance both diversity and work/life initiatives. The commitment to change will be further supported by firms' continued exploration of program innovations in the work/life and diversity arenas. The next wave of innovations will need to respond to the deeper cultural issues and to overturn assumptions. In so doing, linkages between work/life and diversity and between these issues and broader objectives will become more apparent. Examples of innovations in this direction include the following:

- At Hoechst Celanese, the 26 officers are required to join two organizations outside of work in which they are a minority (Rice, 1994).
- In order to reduce resistance to change and to legitimize their Women of Color program, US WEST shared data on promotion of white males showing that they were 16 times more likely to be promoted than women of color (Morrison, 1992).
- At Xerox, the practice of tying managers' compensation to accountability for numbers of women and minorities was discontinued when it became apparent that the numbers were a result of culture-wide factors and, consequently, decision-makers determined that it was inappropriate to continue making individuals accountable for these outcomes (Morrison, 1992).
- *USA Today* president Nancy Woodhull insists on gender, racioethnic, educational and geographic diversity in all daily news meetings, reinforcing the bottom line value of diversity.
- Arthur Anderson allows part-time accountants to stay on-track for partnership promotions.
- At Motorola, a panel of 11 female vice-presidents hosted two all-day Women's Leadership Conferences attended by a total of almost 800 female mid-level Motorola managers to discuss strategies for breaking through the "Glass Ceiling."

Also at Motorola, a group of inner-city high school students in Chicago are selected to attend classes, beginning in the ninth grade, on collegiate study and career options and receive exposure to minority role models through trips to Motorola facilities.

- Among its multiple Affirmative Action strategies, CBS has had a long-standing commitment to make corporate contributions to numerous non-profit organizations throughout the U.S. which address the interests of women and minorities. In addition, CBS has promoted the awareness of affirmative action/EEO policies within the communities served by CBS.
- Seafirst Bank has established a Native American Initiative designed to increase its business with Native Americans in Washington state, and to support tribal economic development.

The experiences of these companies suggest that innovative responses to diversity and work/life issues can result in benefits for both the organizations as well as for their employees.

VI. CONCLUSION

Corporate decision makers throughout the country have recognized the importance of focusing attention on the “lessons learned” about corporate experiences, accomplishments, and challenges related to the implementation of diversity and work/life initiatives. As we have seen, the evolution of the diversity and work/life agenda within organizations has followed a sometimes divergent path.

Table 3 summarizes some of the distinct experiences and perspectives that have characterized each area.

TABLE 3: HIGHLIGHTS OF DIVERSITY AND WORK/LIFE PERSPECTIVES

	Diversity	Work/Life
Inclusivity	All individuals have unique attributes that need to be valued.	Flexibility is valued by all employees.
Sources of Resistance	Prejudice, namely treating differences as weakness, is a major barrier to change.	Concerns about implementation of non-traditional work processes is a major barrier to change.
Stigmatization of Beneficiaries	Critics of diversity initiatives argue that beneficiaries do not meet performance criteria.	Critics of work/life initiatives argue that people who take advantage of flexible options are not committed to their careers.
Timeframe	It is not enough to get people into the organization; we need to take a long-term view of an individual's career to help people move up the ranks.	We need to help individuals deal with immediate conflicts; the nature of the conflicts may change over the life span.
Environment	Legislative mandates, such as Affirmative Action, may lose support due to political climate; equity is a concern.	Initiatives may lose momentum due to economic climate; cost justification is a key concern.
Links to Business Objectives	Initiatives have been more clearly linked to broad objectives, such as marketing strategies or meeting needs of stakeholders (customers, shareholders).	Initiatives have been more clearly linked to discrete outcomes, such as turnover.
Workforce Potentials	People from diverse backgrounds bring multiple, unique perspectives that help teams be more creative and innovative.	People with responsibilities outside of work may work more efficiently.
Skills Needed	Skills for dealing with people who are different are important for managing diversity.	Time management skills are important for integrating work and personal life.

Corporate decision makers will likely discover new insights about diversity and work/life initiatives if they consider these two types of human resource strategies in tandem. Indeed, the lessons of one area can facilitate progress in the other. For example, companies could:

- Assess the extent to which successful diversity initiatives (e.g., mentoring) might be applicable to work/life issues (and vice versa).
- Explore whether employees' diverse work/life experiences affect their interest in, support of, and benefits derived from diversity programs (and vice versa).
- Gather information documenting the extent to which the participants in (or beneficiaries of) work/life programs are participants in diversity programs.
- Investigate whether the organizational outcomes associated with work/life experiences (e.g. enhanced company image) facilitate the organizational outcomes with diversity.

On-going dialogue among managers responsible for diversity and those responsible for work/life could result in new opportunities for internal collaborations which maximize the impact of these initiatives.

RESOURCES

Catalyst

(212) 777-8900

250 Park Avenue South
New York, NY 10003

Resource for women's workplace issues. Offers research and advisory services. Publishes monthly newsletter and other research findings.

Cultural Diversity at Work

Contact: Barbara Deane

(206) 362-5028

The GilDeane Group

13751 Lake City Way NE, Suite 106
Seattle, WA 98125-3615

Bimonthly newsletter and monthly Diversity Training Bulletin. The GilDeane Group also maintains a Diversity Bookstore catalog.

Center for the New American Workforce

Contact: Joanna Cohan

(718) 997-5898

Queen's College
65-30 Kissena Boulevard
Flushing, NY 11367-1597

Non-profit information and advisory resource. Sponsors Diversity Strategy Seminars and publishes bimonthly newsletter on diversity topics. Call-in information service.

New Leaders Institute

Contact: Ann Morrison

(619) 486-1644

12250 Witt Road
Poway, California 92064

Executive development and organizational change. Publishes, "Developing Diversity in Organizations: A Digest of Selected Literature" and other resources.

Population Reference Bureau

(202) 483-1100

1875 Connecticut Avenue NW, Suite 520
Washington, D. C. 20009-5728

Disseminates demographic information. Publishes monthly newsletter and special bulletins.

SIETAR: The International Society for Intercultural Education, Training and Research

(202) 466-7883

808 17th Street NW, Suite 200
Washington, D.C. 20006-3953

An interdisciplinary professional and service organization which promotes mutual understanding of the values and beliefs of people from different cultural backgrounds. Publishes quarterly newsletter and the International Journal of Intercultural Relations.

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