

The Impact of Family Relationships on the Workplace

Relationship Education Across the Community to
Support the Family
2nd National Conference
9th – 19th February 2005

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The Impact of Family Relationships on the Workplace



The Impact of Workplace Relationships on the Family

- Current State
- Desired State
- Bridging the Gap

Current State

“Employees should separate their home life and their work life”

“A company should not concern itself with an employee’s home situation - that would be unwarranted interference in an employee’s privacy”

“People who use the services of *Relate* often talk about the impact that a relationship difficulty outside work is having on their work. Employers need to understand the pace of change within relationships. Family and personal relationships are changing as fast as the workplace is changing.”

*Sue Tuckwell, Senior Practice Consultant, Relate
People Management, 2005, 11(2), 34,*

**Relationships at home
affect people in
the workplace**



**Relationships in the
workplace affect
people at home**

■ Virtuous upward spiral

- ◆ Good relationships in work and family reinforcing each other

■ Vicious circle

- ◆ Poor relationships in work or family building on each other

“Employees should take
responsibility for their home and
work situations

Rather than

Expecting their employer or manager
to sort out problems and difficulties”

■ If a company requires sacrifice of family relationships:

- ◆ Performance at work suffers
- ◆ Relationships at work suffer
- ◆ Organisational performance suffers

Is there a problem?

What is the evidence that pressures of work life are having an impact on people's family relationships?

What is the evidence that pressures on people's family relationships are having an effect on their work?

Is there a problem?

Evidence? Roffey Park Annual Survey 2005

- Long hours culture affects managers personally (82%)
- Managers suffering from work-related stress (72%)
- Commitment to organisation is waning (67%)
 - ◆ Discretionary effort is decreasing
 - ◆ Managers unwilling “to go the extra mile”
- Managers searching for “meaning” in work life (65%)
- Conflict in their organisation is increasing (56%)
- Work-life balance is a problem (68%)
 - ◆ BUT their senior managers do not support balance
- Managers are experiencing increasing bullying

Source: C McCartney and L Holbeche “*The Management Agenda 2005*”. Roffey Park, 2005.

Is there a problem?

Evidence – LICC Survey 2004

The challenges people are facing

HOME

- ★ How to be a good parent
- ★ How to maintain an appropriate home/work balance
- ★ How to support family and friends
- ★ How to develop and maintain a loving marriage
- ★ How to cope with loneliness and isolation

Is there a problem?

Evidence – LICC Survey 2004

The challenges people are facing

Health and Security

- ★ How to deal with ill health and disability
- ★ How to cope with the death or sickness of a close family member
- ★ How to support ageing relatives
- ★ Problems with debt

Is there a problem?

Evidence – LICC Survey 2004

The challenges people are facing

Workplace

- ★ How to deal with pressures at work
- ★ How to deal with stress and burnout

Source: LICC. To be published in 2005

In Summary

- Many of the challenges people face at home and work involve relationships
- People are feeling under increasing pressure at work
 - ◆ This pressure is affecting people's home life
- People are feeling pressure on their family relationships
 - ◆ This pressure is affecting their work
- Stress related diseases are on the increase
 - ◆ Depression; intestinal disorders; cardiovascular disease; alcohol-related problems
- People do not have the coping mechanisms or the relational skills to manage these issues.

What are organisations doing to enable their people to manage relationships at home and at work?

Organisations are networks of relationships among people who come together for a common purpose.

BUT

The importance of relationships is not recognised, in practice, in the workplace

Gallup research - What makes great managers?

“Great” means:

- **People want to work for the managers**

- **The managers are ranked as highly effective**
 - ◆ **Productivity**
 - ◆ **Profitability**
 - ◆ **Employee retention**
 - ◆ **Customer satisfaction**

Source: M Buckingham and C Coffman “First Break all the rules”

Gallup research - What makes great managers?

Six questions on which great managers score highly

- Do I know what is expected of me at work?
- Do I have the resources I need to do my work right?
- Do I have the opportunity to do what I do best each day?
- In the last seven days have I received recognition or praise for good work?
- Does my supervisor, or someone at work, seem to care about me as a person?
- Is there someone at work who cares about my development?

Source: M Buckingham and C Coffman "First Break all the rules"

Gallup research - What makes great managers?

- ◆ **At least four of the questions involve the quality of the relationships between the managers and their employees**
- ◆ **The managers who scored highly on these questions were in the minority**

Career Innovation Report – “The Conversation Gap

- **Survey of middle and senior management “top talent”**
- **Identified views on**
 - ◆ **Trust**
 - ◆ **Performance**
 - ◆ **Personal and professional development**
 - ◆ **Success at work**

Source: Winter, J, and Jackson, C, *The Conversation Gap*. Oxford: Career Innovation Group, 2004.

Career Innovation Report – “The Conversation Gap

- **40% had important issues they wished to discuss with their managers, but felt unable to do so.**
- **These managers were three times more likely to be leaving their organisations than their colleagues**
- **The topics they wished to discuss mainly related to current work or future career opportunities**
- **Reasons for not discussing?**
 - ◆ **Managers too busy, or did not trust their manager**

Source: Winter, J, and Jackson, C, *The Conversation Gap*. Oxford: Career Innovation Group, 2004.

In Summary

Relationships between managers and their people are vital for developing effective, motivated employees

Obvious?

If so, why are organisations not doing more to build these relationships?

Current situation - Summary

- ◆ **People feel under pressure in both family and work situations**
- ◆ **Negative and positive influences at work feed into the home and affect family issues**
- ◆ **Negative and positive influences at home feed into their work and affect their work situations**

Relationships are key to both situations
The situation is spiralling downwards

Desired state?

- ◆ People able to manage their lives so that work and family life are in balance?
- ◆ People finding “meaning in their working lives?”
- ◆ Less pressure and stress at work?
- ◆ Happy family lives?
- ◆ Fewer divorces?
- ◆ Fewer teenagers in court?
- ◆ Less binge drinking?
- ◆ Reduction in underage pregnancies?
- ◆ Reduction in drug taking and drug-related crime?

Where to start?

■ Major faiths

- ◆ Some problems are spiritual

■ Organisations

- ◆ Demographics; competition for talent will increase
- ◆ Addressing these problems will give competitive advantage
 - ★ Companies that enable employees to have fulfilling lives at home and work will attract and retain talent

Strong business case as well as a social and moral case

Bridging the gap – what can be done?

How can organisations enable people to achieve better satisfaction and improve relationships at home and at work so that the impact of work and family relationships on each other is positive?

Work/ Family programmes?

At best partially successful in achieving better work-life balance. Why?

Work-life balance a misconception

No magic fulcrum where the demands of work and family life are in perfect balance

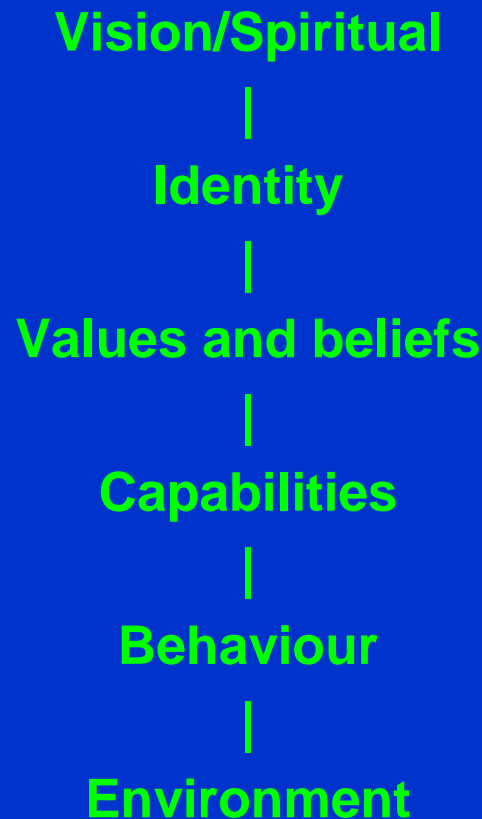
”Integration” is a more realistic goal, albeit, less simplistic

Integration – a less simplistic, but practicable, goal

Spheres Areas	Happiness	Achievement	Significance	Legacy
Work				
Family				
Leisure				
Spiritual				

Current work-life balance initiatives do not address the core issues

Hierarchy of change



Source: R Dilts "Visionary Leadership Skills"

Current work-life balance initiatives do not address the core issues

The needs identified earlier are at the levels of values, identity and spirituality

Work Family programmes address the environmental and behaviour levels

Many people are driven to achieve mastery – to be successful, gain promotion and power or influence. They put more effort into this than their families

Providing work/family programmes does not address this drive for mastery, or enable them to focus on the other areas of their lives

It frees them to devote even more time to their job

A new approach is needed

- **The mastery orientation has paid dividends to organisations and to people**
 - ◆ **Squeezing maximum effort from people**
 - ◆ **Reward policies have reinforced**
 - ◆ **People have enjoyed the success of hard work**

BUT

- **The costs are beginning to outweigh the benefits**
 - ◆ **Intensity and rate of change is increasing**
 - ◆ **People are jaded, feeling overworked, less creative**

Level of change

To achieve a change in the long hours culture we need to address change at the vision, identity and values levels

Requires a fundamental change in the philosophy of work

Flies in the face of the, often unarticulated, values and beliefs of leaders

So what can we do?

Any intervention needs to be integrated into a systemic programme of change

Piecemeal change initiatives will not result in sustained change

So what can we do?

1. Recognise the need for change

1. Leaders need to recognise that they cannot keep “stretching the elastic”
2. Raising awareness - a role for the HR Director
 - Invite Rob Parsons to address the executive committee
 - Give a copy of “The Heart of Success” to all managers
 1. Discuss in work groups
 2. Discuss with spouses or partners at home

So what can we do? - ctd

1. Recognise the need for change
2. **Clarify and agree organisational Values and Purpose**
 1. **Engage everyone in the organisation in discussion on desired values and beliefs**
 2. **What is the purpose of the organisation? What is the “meaning” that people are looking for in work?**
 3. **Identify the practices and behaviours that exemplify the values and build them into competency models**
 4. **Build the competencies into reward models**

So what can we do? - ctd

1. **Recognise the need for change**
2. **Clarify and agree Values and Purpose**
3. **Develop an accountability ethos**
 1. **Do people hold themselves and each other accountable for what they say they will do?**
 - **C.f. Conversation Gap**
 2. **Change will only embed if people hold themselves accountable for the change**

So what can we do? - ctd

1. **Recognise the need for change**
2. **Clarify and agree Values and Purpose**
3. **Develop an accountability ethos**
4. **Address the “Busyness” culture**
 - **Busyness IS NOT pressure of work. It IS a mindset of feeling over-pressurised all the time**
 - Prevents people from planning and organising their priorities effectively
 - Hinders creative thinking
 - Is a prime cause of stress related illness
 - Damages the quality of relationships
 - **One cause - people do not want to make choices and trade-offs**
 - **Want both career success and a rewarding family life**

So what can we do? - ctd

1. **Recognise the need for change**
2. **Clarify and agree Values and Purpose**
3. **Develop an accountability ethos**
4. **Address the “Busyness” culture**
5. **Coaching skills for managers**
 - ◆ **Few admit they do not have the skills or confidence to have effective development conversations**
 - ◆ **Address the “conversation gap”**

So what can we do? - ctd

1. **Recognise the need for change**
2. **Clarify and agree Values and Purpose**
3. **Develop an accountability ethos**
4. **Address the “Busyness” culture**
5. **Coaching skills for managers**
6. **Provide career counselling for managers**
 - **Purpose**
 - **IS NOT for advancement**
 - **IS to enable people to understand their gifts, talents and motivational drives**
 - **System for Identifying Motivated Abilities – SIMA**
 - **Identifying their personal values – what drives them?**
 - **Emotional intelligence**

So what can we do? - ctd

1. **Recognise the need for change**
2. **Clarify and agree Values and Purpose**
3. **Develop an accountability ethos**
4. **Address the “Busyness” culture**
5. **Coaching skills for managers**
6. **Provide career counselling for managers**
7. **Introduce a different model for reward and recognition**
 - **Reward outputs (achievements) rather than inputs (length of time at work)**
 - **Reward relational behaviours that build trust**
 - **Reward managers who coach and develop their people**
 - **Reward managers who take a long-term, as well as a short-term approach**

So what can we do? - ctd

1. **Recognise the need for change**
2. **Clarify and agree Values and Purpose**
3. **Develop an accountability ethos**
4. **Address the “Busyness” culture**
5. **Coaching skills for managers**
6. **Provide career counselling for managers**
7. **Introduce a different model for reward and recognition**
8. **Relationships and Trust**
 - **Address the quality of Relationships in the organisation**
 - **Relational Health Audit (The Relationships Foundation)**
 - **Use results to engage employees, understand issues and plan actions to improve**

Conclusion

- **There is a problem with the vicious circle of pressure on work relationships affecting the family and vice versa**
- **No quick fix. Organisations need to decide whether to address the long hours/busyness culture and to invest the appropriate time and resources**
- **Those that do will reap the rewards of a more creative effective workforce and achieve competitive advantage**
- **Individuals (that's you and me!) need to decide whether to make the trade offs and count the costs of investing in our family relationships as well as our career success**