Sylvia Thomasson Leadership Class of 2011 | Presents

A modern paper on



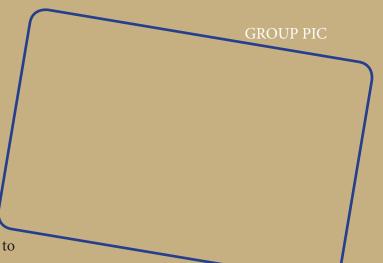
Harnessing the Undiscovered Potential Within



Ron Brown Lake-Sumter Community College **Tammie Drunasky** Lake-Sumter Community College Minerva Haugabrook Lake-Sumter Community College Marcia Kielar Pasco-Hernando Community College Michael A. Merrill Lake-Sumter Community College Shana Miller • CF College of Central Florida Edith Ramlow • CF College of Central Florida **Deborah Strasser • PHCC** Pasco-Hernando Community College Tammi Viviano • CF College of Central Florida **Jessica White • PHCC** Pasco-Hernando Community College

What We Know for Certain

The Sylvia Thommasson Class of 2011 has had a very interesting time together. We have shared highs, lows, laughter, growth and frightening moments as well. Because our areas of expertise range from athletics to instruction to HR, from recruiting to accounting to student activities, and from curriculum development to library services, we are a diverse group. Our task—form a team and create a project about, well anything to do with higher education. The caveat—we had to all agree on the subject.



What we had in common was clear, a passion for higher education. We all work in the Florida College System during a time of flux, as a system we have experienced name changes, record growth, and are charged to do more with less.

After a few stormy brainstorming sessions, it became clear, we needed to learn about balance. We thought the best service we could provide ourselves and others was to explore and learn about work-life balance. The paper became a 50 page APA style conglomeration of thoughts. To make this masterpiece easier to digest, we created a modern paper—a magazine on work-life balance. The end product of our project has evolved from an assessment, presentation and brochure to a presentation and magazine handout/paper.

Table of Contents

What We Know for Certain2
Table of Contents 2
The Impact of Recessions on Work-life Balance4
Ways to Live Guiding Principles and Values4
Global Comparisons5
The Role of Technology5
Spotlight on IBM • Focus on Work-life Balance of Employees 6
The Role of Wellness6
Work-Life Balance and Families9
Guilt Defined······10
Guilt and Work-Life Balance10
Check Your Self-Talk······12
A simple exercise······12
Stress and Work-Life Balance······13
Prioritizing to Increase Quality and Productivity······14
References······14



Work-life balance is a broad concept including proper prioritizing between work on the one hand and life on the other: work-life. Compare the quantity and quality of hours spent on one's career, education and ambitions versus one's family, health, leisure and spiritual development. These two halves of reality have made slow, but radical changes throughout history.

Human rights, technology, war and slipping economic times were pivotal factors in molding our current American employment-related diversity and family elements. These key historical events allowed females and minorities to step out of their singularly traditional roles. Doing so has affected the working world. Men and women now share and compete in the workforce. Employees work their hardest to be responsible and get ahead sometimes at the expense of their personal lives. Companies have learned to do more with less human capital during times of economic despair. Throughout our history there has been a shift in the American work-life balance.



Women and Minorities

Enter the Workforce

In colonial society women's employment options were limited generally to that of domestic help. Within this era the standard family was a basic unit of production (Colonial Woman, 2001). Most

members engaged in a cooperative set of subsistence activities. In a typical example from early 18th-century, the man might be a weaver and his wife a spinner, with the younger children acting as assistants in the joint domestic enterprise (Modernization, 2011). In the mid 1700s, industrialization profoundly affected the socioeconomic and cultural conditions of the times, and radically disrupted the virtually autonomous family economy. This high period of economy moved production away from the household to the manufacturing plants and technological industries. Female and slave labor were strictly manual, whereas males dominated mid to upper level positions.

However, with the onset of the Victorian era (1837-1901) and the devastation of the Civil War, women and minorities began to challenge their subservient roles. Five major events assisted in bringing about the beginning of equality – allowing women and minorities to explore many occupational fields that were previously only available to Caucasian men (Imbornoni, n.d.):

- In 1848, the Declaration of Sentiments and Resolutions was signed at the first women's rights convention, held in Seneca Falls, New York.
- The Fourteenth Amendment of the Constitution was passed in 1866. The amendment was designed to grant citizenship to and protect the civil liberties of recently freed slaves.
- The federal woman suffrage amendment was introduced in Congress in 1878.
- The National Association of Colored Women is formed in 1896, bringing together more than 100 black women's clubs.
- After being passed by the House of Representatives and the Senate, the 19th Amendment to the Constitution was ratified in 1920. The 19th Amendment guaranteed women the right to vote.
- After the Great Depression's annihilation of almost all female and minority employment, World War II brought on an unprecedented rise within the workplace for these demographics. Just after World War II, the civilian labor force participation for women was at 32 percent (Davis, 2002).

From the 1950s through the 1970s, many civil rights and women's liberation movements took place. The Civil Right Act of 1964 was a vital piece of legislation. Along with this act and the Equal Employment Opportunity Commission, women and minorities were protected against discrimination in the acts of hiring, firing, and promoting. The risks taken and struggles won within these decades forced hard earned equality and employment opportunities.

As we have moved through history we have experienced major societal changes within America. These changes have brought awareness for the need to better balance our professional and personal time and priorities.

The Impact of **RECESSIONS** on Work-life Balance

During the onset of the recession in 2008, balancing work



and personal time became more difficult. In 2010, StrategyOne released a survey that indicated 38 percent of those polled believed their work-life balance became worse since the recession began. A mere 10 percent believed it had improved.

Close to 90 percent of those polled believed there was a problem with work-life balance and 54 percent of them indicated it was a "significant problem (Unger, 2010).

According to the U.S. Department of Labor, Bureau of Labor Statistics, Florida's unemployment rate in February 2011 was 11.5 percent. Florida is one of the states with the highest unemployment rates. Stress levels are also increasing during this though economy; work/life coaches emphasize the importance of taking care of one's personal needs by eating healthy foods and exercising regularly. In

order to combat the increase in stress, good health is essential.

One work-life coach states, "There is no need to work more than an eight hour day." (O'Donnell, 2009) The StrategyOne survey found 37 percent of people polled stated "time with family is the first thing that suffers when work-life balance gets out of whack," and 22 percent said that personal time is most affected. Of the 1,100 people surveyed 43 percent indicated their company was not doing enough to address the work-life balance issue (Unger, 2010). Playing the devil's advocate, Brad Harrington, the Executive Director for the Center for Work & Family at Boston College's Carroll School of Management in Chestnut Hill, Massachusetts, hypothesized the results of the survey if the demographics were from 1,100 unemployed individuals. Harrington believes that finding purpose in people's work is more important than scheduling conflicts. If individuals have a purpose they feel more balanced in their work (O'Brien, 2010). However, Dr. Weinstein states, "When Freud said that work and love were essential components of a happy life, he did not mean that these were one and the same thing" (Weinstein, 2009).

Ways to Live Guiding Principles and Values

We act with integrity, treating all with We commit to everyone going home dignity, fairness, and respect.

- Respect others' opinions and viewpoints.
- Avoid negative, behind-the-back comments or gossip about others.
- Speak to a person directly if you have concerns about his or her behavior.
- Have courageous conversations about performance (others and your own).
- No hidden agendas.
- Listen first, then speak.
- Don't jump to conclusions.
- Be courteous. Use language you would use at home with your family.
- Be forthright and honest with everyone, regardless of their position.
- Show respect for others by showing up for meetings on time and prepared.
- Try to make tough decisions so they are 'win-win'.
- Be honest about mistakes, learn from them, and improve.
- Expect honest feedback from others.
- Act ethically and honestly with business partners, even if you don't think they are doing the same.

safe and healthy every day.

- Always take time to do your work safely.
- Intervene immediately if you witness an unsafe act or situation.
- Continually look for ways to reduce risks in your job.
- leadership and management in evaluation of direct reports
- Directly communicate care and concern when witnessing potentially harmful acts or
- Reinforce learning from each other's errors.
- Positively recognize successes.
- Reinforce the idea that every incident is preventable.
- Make safety part of as many discussions as
- Remind people about this principle if they are not following it.
- Follow up on incidents directly with the people involved.
- Talk about safety with each employee at least twice a year.

We take personal responsibility for our actions and results.

- Avoid rationalizing, explaining away, or accepting poor results.
- Deliver on what you say you are going to do.
- Live up to your commitments.
- Stay focused and use available resources to overcome barriers.
- Don't give up...find creative solutions to
- Honestly give and accept praise.
- Pursue excellence where it really matters.
- Don't be afraid to ask for help to get the job done.
- Own up to errors or misunderstandings without rationalizing.
- Don't blame others when things get tough.
- If you see something wrong, stop and address it.
- When holding others accountable, first make sure they have been empowered to act.

Lowe, Graham. (2010). Creating Healthy Organizations: How Vibrant Workplaces Inspire Employees to Achieve Sustainable Success. Toronto: University



Global Comparisons

According to a study, in 2007, by Harvard and McGill University researchers, the United States lags far behind nearly all wealthy countries when it comes to family-oriented workplace policies.

Jody Heyman,

founder of the Harvard-based Project on Global Working Families and director of McGill's Institute for Health and Social Policy, states that, "More countries are providing the workplace protections that millions of Americans can only dream of. The U.S. has been a proud leader in adopting laws that provide for equal opportunity in the workplace, but our work/family protections are among the worst." (MSNBC, 2011) Since then the U.S. has been struggling to catch up, but we have yet to implement leading-edge policies, incentives, systems and processes to support balance on the level of most other comparative nations.

Globally, national and some regional governments aggressively research and implement policies recognizing the importance of work-life balance; many of their Department of Labor policies and web sites are very progressive. A few such countries are Australia, Canada, Japan, New Zealand, and the United Kingdom. Below are brief highlights on New Zealand and Canada, who actively participate in world changing workforce and corporate need.

New Zealand's Department of Labour's web site has Work-life Balance labeled under "Key Projects", citing "Work-life balance is about effectively managing the juggling act between paid work and other activities that are important to us - including spending time with family, taking part in sport and recreation, volunteering or undertaking further study...It can help build strong communities and productive businesses" (New Zealand Department of Labour, 2010).

United States' EEOC counterpart, in New

Zealand, Equal Employment Opportunities (EEO)'s Trust Work & Life Awards have been showcasing leading employers since their inception in 1998. This award recognizes innovative responses to New Zealand's workforce challenges. Also, since 2006, the EEO Trust annually surveys more than 230 members of the EEO Employers Group. In this Work-Life Survey this group said that they invest in work-life initiatives to improve staff recruitment, retention and engagement. The EEO Trust's analysis shows that the respondents with a worklife strategy or policy have lower staff turnover (Equal Opportunities Trust New Zealand, 2010).

In 2010, the White House administration had a busy year addressing Work-life Balance. On March 31st, the President and First Lady hosted a televised Forum on Workplace Flexibility, where President Obama compared flexible work schedules to the early stages of email: some companies have it, some do not, but eventually, all companies will. Also discussed was the importance of creating workplace practices that allow America's working men and women to meet the demands of their jobs without sacrificing the needs of their families. The forum was an opportunity for labor leaders, CEOs, small business owners, and policy experts to share their ideas and strategies for making the workplace more flexible for American workers and families. (White House Forum on Workplace Flexibility, 2010) The Middle Class Task Force, formed in February, 2009, and chaired by Vice President Joe Biden (White House, Middle Class Task Force), met on July 20, 2010, for a Work-Life Balance Event, to discuss FMLA, wage and other employment issues (U.S. Department of Labor, 2010). This event may have been one of many meetings that led to the major revisions of the Family and Medical Leave Act (FMLA), in October, 2010.

Policies alone cannot crack the problem of a long-hours culture nor improve lifestyle quality. It takes a concerted program of activity and education to change attitudes, behaviors and actions. Maybe true changes are coming.



The Role of Technology

Technologies have both hindered and helped us manage our worklife balance. Many employees today find it difficult to detach themselves from their smart phones, laptops and social networking connections to work. This often results in distracted family or personal time. It can be flattering to see oneself as an indispensable part of the company or organization, but at a cost. People must learn to work smarter not harder (Weinstein, 2009) and get more accomplished during the workday instead of extending the workday into personal time.

In 2014, mobile internet usage will overtake desktop internet usage and already in 2011, more than 50% of all "local" searches are done from a mobile device.

www.thefonestuff.com/news/10/Mobile-Phone-Facts-2011.html



Balancing work and life is not an easy task. The balance can be tipped by poor health, lack of physical activity, improper diet, sleep deprivation or inadequate recreation. The challenge for work-life balance is acknowledging health deficits and attempting to maximize the health one currently possesses while improving areas of wellness through better lifestyle choices.

Health Impacts

The model of wellness described by Hettler (1980) underscores the continuum of health as enveloping physical, intellectual, emotional, social, occupational and spiritual wellbeing. Other models of wellness advocate life tasks such as work, friendship and love (Witner & Sweeney, 1992); and spiritual and personal components of social, emotional, physical, intellectual and occupational wellness (Chandler, Holden, & Kolander, 1992) are avenues to seeking meaning to life. Myers & Sweeney (2008) used best practices in wellness as a method to assess, plan, intervene and follow up on areas of deficits in the health of

wellness as a mean of deficits in the late 1970's, and IBM began employee-related research that launched their 1983 Dependent Care Initiative, starting with \$25 million in corporate funds. In 2001, the company created the Global Work/

Several characteristic in the late 1970's, and disease existing to work life is disrupted. Several characteristic is disrupted. Several character dent Care Initiative, starting with \$25 million in corporate funds. In 2001, the company created the Global Work/ Life Fund with a five-year, \$50 million commitment – the first fund of its kind to address employee work-life issues on a global basis. The Fund is now active in 42 countries ("Work-Live Balance", IBM, n.d.). IBM assists employees with dependant (elderly and child) care. IBM is committed to creating a supportive, flexible work environment that gives employees more flexibility and control over their work as an important means to achieve greater work/life balance and enhanced productivity.

The program:

- does not force employees to compartmentalize work & personal challenges,
- is flexible in how and where work gets accomplished, and
- is focused on results and positive business outcomes, not "face time" ("Employee Well-Being," n.d.).

Their programs are designed to assist employees with gaining control of their lives so they can contribute their full energy and talent to IBM during their work time. IBM has developed the following six flexible principles:

- Flexibility is a business imperative
- Equity does not mean being the same
- Presence does not equal performance
- Flexible Work Options (FWOs) are not an entitlement
- It's OK to Participate . . . and it's OK not to Participate
- Participating in a FWO will not hurt career development ("Employee Well-Being," n.d.).

groups. The World Health Organization (World Health Organization, 1948) dogmatically stated that "health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity." Savolaine & Granello (2002) interprets the WHO statement to mean that individual attainment to some modicum of physical and social well-being is expected. Needless to say, the WHO definition leaves very few employees completely healthy and fewer without disease or infirmity. Consequently, performing life's daily activities though beset by challenges and/or disease is perfectly

Acute diseases such as une flu, asthma, bronchitis, food poisoning and some forms common also common poisoning and some forms of headaches are also common among working people. The presence of both acute and chronic disease disrupts work life balance (Bolin, 2007).
When work duties cannot



be performed, family duties are neglected, and personal responsibilities are laid aside to accommodate recuperation or to receive intense intervention for recovery. Poor health, whether acute or chronic, weakens the physical and mental powers both temporarily and over time. Several ways to successfully overcome the debilitation of an acute or chronic disease onset is to eat well and move the body often (Mahomed, Patterson, & St. John, 2008).

Physical Activity

Lack of physical activity occurs through self neglect, poor time management, working long hours and caring for the family. Physical activity is defined by Caspersen, Powell, and Christenson (1985) as body movements by the skeletal muscles ending in the use of energy as fuel for the movements of the body while increasing cardiac output and strengthening the body and mind. Habitual lack of physical activity reduces the production of cytokines (Nielsen, & Pedersen, 2007), which are hormonal like regulators that improve the health of cells. Cytokines seem to protect cells from damage and improves the cells ability to withstand disease. Habitual lack of physical activity leads to weight gain thus disrupting the normal occurrence of appropriate weight maintenance. When the body is moved on a regular basis it uses stored energy as fuel (Hawley, 2001; Hawley, & Spargo, 2007). Even though the majority of workers are not trained athletes or marathon runners, physical activity that is moderate to intense and continuous must be scheduled to cover sustained

movement over a period of time. The idea that long hours on the job create physical motion and that this is acceptable physical activity is not supported, but continuous sustained moderate to intense leisure time physical activity over a 30-60 minute time frame is supported by Bongkyoo, Schnall, Haiou, et al. (2010). Physical activity, when unscheduled is easily forgotten and decreases the possibility of participating in regular and useful movements of the body. Working long hours during the day makes it difficult to find time for physical activity. However, finding time during the regular work day to perform physical activity improves health and work life balance. When work and family life compete for the same waking hours, caring for the family is another element that decreases the time available to do physical activity (Skowron, Stodolska, & Shinew, (2008). Scheduling time to actively play with the family can be a creative way to combine family time with physical activity and improve the health of the entire family.

Diet

Food and nutrition are a normal part of our daily work life balance. A normal work day includes many food choice decisions including where and what to eat as well as how much and when to eat.

Eating a proper diet that improves health is not the same to everyone. Some commonalities of a healthy and proper diet include the intake of fresh fruits and vegetables, low fat protein choices, complex carbohydrates and sufficient quantities of water.













Meal planning tools such as the Mediterranean diet (Mediterranean Diet, 2010), Dietary Guidelines for Americans (DietaryGuidelines.gov, 2010), My Pyramid (MyPyramid.gov, 2011), The Exchange list (Wheeler et al, 2008; Geil, 2008), The DASH diet (U.S. Department of Health and Human Services, 2006), and Five-a-day (CDC, 2008), are excellent resources to decide what to eat and where to eat during a normal work day. These resources also help the employee consider many decisions of how much to eat and when to eat. Deciding what to eat is not always easy but remembering that we eat primarily to sustain energy needs is a good point to begin the conversation with ourselves and others about what we eat. Many eating guides exist to help employees find a beneficial, sound, and long lasting plan that is not a challenge.

Where to eat is of consequence as work causes employees to spend more hours away from home and therefore eat out more. Eating outside of the home can limit choices for healthy foods. Many fast foods and restaurant choices are high in fat leading to chronic disease (Blaak, 2007) and increasing the choices for the intake of an improper diet. Likewise, eating at home can do the same if habitual and cultural influences predominate at home.

How much we eat is a big choice as the tendency to eat more or supersize meals is common and advertised in the work place and at home. Uncontrolled hunger can tantalize our taste buds to include high calorie, nutrient depleted fast foods that create "toxic hunger" that is only a perception based on withdrawal symptoms of missing micronutrients (Fuhrman, Sarter, Glaser, & Acocella, 2011). Striving to eat more high fiber foods such as fruits and vegetables helps to reduce the temptation of overeating fast foods.

When to eat during work life is often dictated by schedules, social conflicts and emergencies. Trying to eat at the same time each day and in a stress-free environment supports better digestion and decreases the inclination to eat too much. Eating hurriedly at work can impact work-life balance and tends to create indigestion.

Inadequate Recreation

Recreation is for recharging and renewing the body. Even machinery for industrial purposes must be taken out of service and recharged to prolong its usefulness. The human body is no different. It needs time out! Time off work for personal regrouping improves work life. No human is indispensable. Replacement employees abound. To be more useful and decrease time off work due to stress, planned recreation is important. Nothing fancy! In the face of limited funds affordable activities can be found.

The wellness model for maintaining an acceptable work-life balance is the call for employees to implement, maintain and constantly reevaluate the desirable balance of proper diet, physical activity and adequate sleep. Any life or work activity that interferes with this balance



Few indicators illustrate the difficulty of achieving and maintaining work-life balance as well as the relation of work-life balance to families. According to a March 2010 study of Work-Life Balance and the Economics of



Workplace Flexibility published in the U.S. Council of Economic Advisors, women comprise nearly one-half of the national labor force. In nearly one-half of households, all adults are working. As of 2008, approximately 43.5 million Americans served as unpaid caregivers to a family member over the age of 50. Nearly one-fifth of employed people were caregivers who provided care to a person over age 50. Additionally, the increasing demand for analytical and interactive skills—those largely obtained through post-secondary education—means it is all the more important and common for individuals to pursue additional education while also working (CEA, 2010). These statistics are startling, but not surprising as when examining the issue of work-life balance and families.

Raising children and caring for a spouse or parent while pursuing a career or climbing the career ladder creates an extra pressure on maintaining work-life balance. It is difficult to find time to go to the gym or travel on business with major responsibilities for family care-giving. Neglecting oneself or one's family creates additional issues and

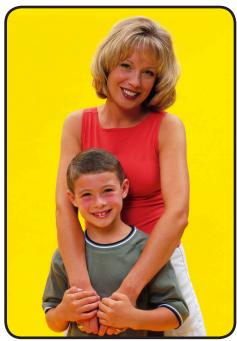
may result in poor health or broken relationships. "People who forfeit the present risk the quality of their future private lives" (Bartolome, 2000, p. 91). Balance and the quest for it are paramount for families especially as economic, social and environmental factors stretch us to our breaking point. "The wages of the typical American hardly increased in the three decades leading up to the Crash of 2008, considering inflation. In the 2000s, they actually dropped...the only way they could keep on buying—raising their living standards in proportion to the nation's growing output was by going deep into debt" (Reich, 2010). The only option open to the working class is to work longer hours or at multiple jobs and to have both partners in a two-person household working. These remedies in themselves cause stress resulting in less time to provide care to children and self and lack of time to sleep or resources to pursue recreational activities. The crash of 2008 and resulting lack of employment opportunities have both created additional stress on families and created severe financial and emotional hardship (Reich, 2010). In order to combat the effects of this additional stress on their workforce, some employers are exploring options to allow their employees greater flexibility in their daily work schedules. This has its own set of challenges. Overall, over one-half of employers report

DEPRIVATION

For many employees, the work hours begin early and end late. Accommodating family needs and left over work assignments at home chip away at the time needed for sleep. A large portion of the workforce is made up of women and many do shift work that is after the normal hours of 7am to 6 pm. It seems that shift work that reduces and/or removes. adequate nightly sleep compromises the health of women (Chung, Wolf, & Shapiro, 2009). Sleep is beneficial for health maintenance (Baker, Wolfson, & Lee, 2009). Getting at least seven to eight hours of sleep at night is recommended for effective daytime activities; night-time sleep that is less than seven hours reduces productivity (Wheaton, Liu, Perry, Croft, 2011). Staying awake for longer hours encourages eating late at night and overeating, which can undermine the efforts to reduce weight (Nedeltcheva, Kilkus,

Imperial, Schoeller,

& Penev, 2010).



allowing at least some workers to periodically change their starting and quitting times. However, less than one-third of full-time workers report having flexible work hours, and only 39 percent of part-time workers do. This discrepancy between the employer and employee reports may be due to differences in data collection or because more employers would be willing to accommodate the needs of individual workers but these workers are not aware of it (CEA, 2010). Flexibility among those workers in blue collar occupations tends to be less prevalent, especially with regard to the options of working from home or taking leave for major life events.

In the last few years, some of the research on work-life balance has focused on the impact to families when there is an imbalance that is maintained. In a study by Bulgar, Matthews, and Hoffman (2008), researchers expanded upon previous research on boundaries in work and personal lives. In their study of 332 workers, they looked at both work and personal boundaries and how they predict work-life balance issues. They found that when workers had less ability to flex their work, they had more interference in their personal lives. The more that a worker's personal life permeated one's work life, the more the study predicted that work would interfere with their personal lives. Similarly,

the lower the flexibility in workers' personal lives and the more that work life permeated personal lives, the greater the relation of personal life interference in work life. However, for those who have more flexibility in their work, for example to leave work to attend to personal issues, and are willing to be flexible in their personal lives, they reported that work enhanced their personal lives. Therefore, it seems that boundaries at work and in one's personal life and how these are managed impacts whether or not there was more or less work-life balance (Bulgar, et al., 2008). Naturally, employees prefer to work for companies that allow this type of flexibility whenever possible. They feel more productive and more fulfilled on both the home and work fronts when they are allowed to devote the necessary time to each.

A simple exercise

When guilt over spreading one's self thin, not saying no, or, perhaps, resentment from not asking for help creeps into one's head, then do this exercise adapted from Loverde's (2000) book:

With a pencil, divide a sheet of paper into three columns. Put the words Work, Family and Personal Interests each at the top of a column. Under the "Work" heading, list the things you did for work or with workmates last week. Number each one. Under the "Family" heading, list the things you did for/with family in the same week. Number each one. Under

Work	Family	Personal

the "Personal Interests" heading, list the things you did for yourself in the same week. Number each one. At the bottom of the page, list the many ways your life has changed in the past six months. Now take a look, and ask yourself:

- How does my "guilt barometer" feel for each column?
- What are the things that are in my control, or is there a question of blame? If something is not in your control or you are not to blame, then you may need to cut yourself a break.
- What changes are needed to make reparation? If a change is not needed then, perhaps, your guilt barometer is not giving you a good reading and you need to let the guilt go.
- What effect have these changes had on my family and friends?
- Are my family and friends being selfish, or are they concerned about me?
- Is my life unbalanced?

Switt and Work-Life Balance

Most individuals experience guilt. Sometimes someone else pushes a guilt button to manipulate an action. Other times a person pushes a guilt button because of something he or she did or did not do – or he or she feels guilt for an out-of-one's-control situation. Guilt in work-life balance pushes a leader to hold a higher standard of responsibility and accountability, and helps in recognizing when work and life suffer an imbalance.

First, guilt indicates that we have broken a law, done something wrong or hurt someone. Guilt is also an emotion, and blame and responsibility each play a part in evoking guilt.

Guilt's definition in life for a person with a high-level of self-accountability could simply be feeling guilty because "I took a pen home from work." Or, someone responsible for caring for others may be caught in the balance tug-of-war between self-care, focusing and producing at work, and taking an elder, spouse, child, or pet to a doctor's appointment.

Guilt is an emotion. Be aware of the difference between guilt and shame. One uses the emotion of guilt in life to become aware of instances of wrongdoing, while shame applies more often to self-worth or reputation. Ekman (2008) said, "Guilt and shame are very important, and very different, emotions. Guilt is about action; shame is about who you are" (p. 38). Eckman explains emotions further: "...the characteristics of an emotion are: There is a signal, an automatic, very quick appraisal of what is happening that gives rise to the impulse to become emotional; you have to develop a skill to get consciousness involved; and, it is not unique to humans" (p. 40). He also said that guilt does not have its own physical or nonverbal expression. Eckman (2008) said, "[guilt and shame] do not have facial signals of their own; they pretty much look like sadness. Maybe there is no signal because you do not want people to know that you're guilty or ashamed" (p. 38).

Blame and responsibility for one's action or inaction also evoke guilt. When considering guiltiness, one looks for blame or responsibility. Whose fault is the "offense" or who needs to be held accountable? Norris (1989) said, "Children have the ability to accept their own power and responsibility without blame or guilt. To adults, the idea that we can assume responsibility for our wellness often suggests that we must be causing our own illness. Our self-doubt says, 'If I am responsible then I am to blame'" (p. 160). She explains

Merriam-Webster, m-w.com

Defines guilt as:

1 : the fact of having committed a breach of conduct especially violating law and involving a penalty; broadly : guilty conduct

2 a : the state of one who has committed an offense especially consciously b : feelings of culpability especially for

imagined offenses or from a sense of inadequacy: self-reproach

adults have a hard time

that

3 : a feeling of culpability for offenses

moving past the

blame to healing or accepting

responsibility, but "the fact that we can assume responsibility and begin to take charge of our health and our lives is good news" (Norris, p. 160).

Second, guilt impacts upon leadership by raising awareness of responsibility and accountability. Several studies refer to guilt-prone people as better employees. Another study recognizes that executives need to be aware of how attitudes toward work and family time impact feelings of guiltiness. Bartolomé (2000) said,

Many executives say they feel guilty about paying too little attention to their private lives. Guilt feelings generally mean a belief of not doing one's duty. As long as people think of private life more as a duty than as a pleasure and an opportunity, they are likely to find excuses to stay longer at work than they need to. On the other hand, when people stop thinking of their home life as one more chore and learn to enjoy it, they may start organizing themselves to leave work on time. Developing creative, appealing ways of being with their families is crucial for executives because it determines the force of the pull that their home lives will exert over them (p. 92).

Pinter and Insko's (2007) study focuses on how guilt-proneness influences competitiveness and found that "accountable leaders were more competitive than individuals...and, ...when guilt proneness was high, unaccountable leaders were less competitive than accountable leaders and did not differ significantly from individuals" (p. 250). Pinter also said that leaders who feel guilty are more likely to change their behavior (p. 251).

Check Your Self-Talk

Loverde (2000) explains, "We are all natural born self-talkers. As children we talked to ourselves instinctively, and we can use the very same process of self-talk to reap real benefits" (p. 66). She gives these suggestions to counter the negative self-talk of guilt and maintain balance:

Praise yourself.

Over time, self-attack will wear you down. ...Focus on what you did, rather than who you are, and give yourself full recognition for all that you do for others.

Eliminate 'musts,' 'shoulds,' 'ought tos,' and 'have tos.'

...you're still tormented by your perception that it's not enough.

Nothing you do will ever be enough in this (many) situation(s). Under this layer of guilt is grief. Staying 'in the moment' – focusing on maximizing the quality of the time spent together – may be the best you can realistically strive for.

Feel regretful, rather than guilty.

When you feel guilty for things you aren't doing, shift the focus from feeling bad to taking action. Ask yourself, 'Am I doing the best that I can right now?' If the answer is no, take one small step toward doing something.

Don't take the bait.

An effective response to someone using manipulative behavior is 'Are you trying to make me feel guilty?'

Restate your objective.

There may be several ways to address a situation. Free yourself to explore all the alternatives.

Acknowledge hurt feelings.

In the process of caregiving, we are bound to make somebody mad at us for something. It goes with the territory. Guilt is our conscience's way of letting us know we should make amends after we do something harmful. Accept responsibility for misdeeds, and say you're sorry.

Learn from your mistakes.

We cannot always undo harm we may have caused; but we can vow to treat others more thoughtfully in the future. Learn to forgive yourself again and again and again.

Watch what you say.

Resist the temptations to make open-ended promises. ... Too many promises serve as a quick fix to uncomfortable feelings, but can raise our guilt sky-high later on. To avoid generating this kind of guilt, offer commitments rather than promises. When you speak in terms of commitments, you're giving assurances that you'll be there for the long haul (p. 72-74).

If one is prone to feeling guilty or raises awareness of the emotion of guilt within, then one can begin to accept responsibility for one's actions and make changes. Guilt, like stress, is useful in identifying when one's work-life is out of balance.





Employees who have guilty tendencies could be the best thing that ever happened to your organization. Flynn's studies found that people who are prone to guilt are more likely to be:

- Harder workers
- Better leaders
- More altruistic and willing to help others
- Higher performers
- More committed to their employers
- Able to see the big picture

STRESS and Work-Life Balance

Hobson, Delunas, and Kesic (2001) used the

Revised Social Readjustment Rating Scale which lists 51 stressful life events to assess 3122 participants on their perceived level of stress with these life events. None of the top 12 life events listed as most stressful had anything to do with work, but rather personal life



issues. The researchers concluded that employers who offered support programs as well as showing recognition and understanding of the employees' stressful life events helped the employees to better cope with the stressful life events (Hobson et al., 2001).

In 2008, J.M. Bailey conducted a qualitative study on work-life balance in community college deans. There were nine deans interviewed for this study. While no two deans had the same job-description, they all reported concerns with increasing workloads, a hectic pace of work, and diverse responsibilities in their jobs. The deans collectively reported attending numerous meetings each week, often back-to-back, with little time to think and plan in their days or breaks in between appointments. The deans reported often thinking about work while at home and working during lunch at their desks to catch up on work. Most of the deans tried to keep work and personal life separate but found that work tended to bleed over into personal time, even "consuming" them (Bailey, 2008, p. 784). The deans mentioned the importance of support from others, including significant others, coworkers, and assistants, in helping them cope. The author noted that the interviewees focused more on work than on their personal lives in the interview, indicating their identification, and perhaps over-identification, with their job. Work commitments, including community activities, often interfered with after-hours leisure time activities that might otherwise occur. The interviewer recognized the obvious contradiction of the deans feeling dissatisfied with their work life yet content in the way they manage their various responsibilities. Finally, the author suggests that if the deans cannot see ways to change how they manage their responsibilities perhaps community colleges need to reconsider the responsibilities and expectations on these deans (Bailey, 2008).

Stress is always present but opportunities to address it vary. A review of the research since 1990 identified five categories of healthy workplace practices (Grawitch, Gottschalk, & Munz, 2006). These healthy workplace practices include instituting programs to address work-life balance, employee growth and development, health and safety, recognition, and employee involvement. Effective communication is a key component in all of these. Specifically, addressing work-life balance by offering flexible work arrangements in scheduling was associated with numerous positive results. Employees reported more commitment to the organization, greater job satisfaction, and greater morale. Employers, in turn, noted greater productivity, reduced absenteeism, and reduced turnover. The flexibility to meet both work needs and personal/family needs resulted in a win-win for employee and employer (Grawitch, et al., 2006).

In 2009, Binnewies, Sonnetag, and Mojza looked at ways to turn stress around by focusing on non-work experiences. In this longitudinal study of 358 participants, they found that taking time to feel recovered during leisure time away from work was associated with increased task performance. Furthermore, thinking positively about work during leisure time was related to proactive behaviors and dedication to the work organization. These positive outcomes were found over a time period of six months (Binnewies et al., 2009). Whether an employer makes changes and allows flexibility of scheduling or the stressed-out employee adapts and better organizes work flow, time management is also crucial to work-life balance.

Prioritizing to Increase Quality & Productivity

Green and Skinner (2005) looked at teaching time management as a way to reduce stress and return a worker to balance. After teaching time management, the researchers found that the majority of participants showed improvement in skills such as planning, prioritizing, and assertiveness, as well as a reduction in stress level through increasing personal effectiveness (Green & Skinner, 2005).

Other researchers have looked at how the week is organized for information related to increasing work-life balance (Brown, Bradley, Lingard, Townsend, & Ling, 2010). In this recent 2010 study, Brown et al. found that weekends and personal time are key to creating satisfactory work-life balance for employees who work long days in a five day week. Working six shorter days was not as effective. In other words, substantive time off to pursue recreational activities was more important to helping employees than the number of hours worked during the week. Working more days instead of longer days was associated with fatigue and concern over the lack of personal time (Brown et al., 2010).

Some researchers have looked at personality traits and its relation to goal-setting and life-satisfaction. In a study of 165 workers, Greguras and Dieffendorff (2010) found that more proactive employees are more likely to set self-concordant goals and attain them, which also predicted life satisfaction. Proactivity is the tendency to initiate change and seize opportunities in various situations. While personality is generally believed to be inherent and not teachable, looking at the behaviors they exhibit could help researchers identify the behaviors that could be taught to others to help improve life satisfaction and work-life balance (Greguras & Dieffendorff, 2010).

In conclusion, work-life balance is a very important concept. Hopefully, with increased knowledge of the role it plays and the effects of not having balance, individuals can strive to achieve a better balance between work and personal life. The suggestions provided will allow for greater benefits to all aspects of one's life. So the challenge delivered is to harness the undiscovered potential within for work-life balance.

References

Bailey, J.M. (2008). Work and life balance: Community college occupational deans. Community College Journal of Research and Practice, 32, 778-792. Retrieved January 8, 2011, from PsycArticles via LINCCWeb: http://www.linccweb.org

Bartolomé, Fernando. (2000). The Work Alibi: When it's harder to go home. In Harvard Business Review (Ed.), Harvard Business Review on Work and Life Balance, (pp. 81-101). Boston: Harvard Business School Publishing.

Blaak, E. E. (2007). Fatty Acids: Friends or foe? Relation between dietary fat and insulin sensitivity. Immunology, Endocrine & Metabolic Agents - Medicinal Chemistry, 7(1), 31-37

Binnewies, C., Sonnetag, S., & Mojza, E.J. (2009). Feeling recovered and thinking about the good sides of one's work. Journal of Occupational Health Psychology, 14, 243-256. Retrieved January 8, 2011, from PsycArticles via LINCCWeb: http://www.linccweb.org

Bolin, J. (2007). How well are we doing addressing disability in America? Examining the status of adults with chronic disabling conditions, 1995 and 2005. Journal of Health & Human Services Administration, 30(3), 307-326

Bongkyoo, C., Schnall, P. L., Haiou, Y., Dobson, M., Landsbergis, P., Israel, L., & Baker, D. (2010). Psychosocial working conditions and active leisure-time physical activity in middle-aged US workers. International Journal of Occupational Medicine & Environmental Health, 23(3), 239-253.

Borysenko, J. (1989). Removing barriers to the peaceful core. In R. Carlson and B. Shield (Eds.), Healers on Healing. (pp.189-195). Los Angeles: Jeremy P. Tarcher, Inc.

Brown, K., Bradley, L., Lingard, H., Townsend, K., & Ling, S. (2010). Working time arrangements and recreation: Making time for weekends when working long hours. Australian Bulletin of Labour, 36, 194-213. Retrieved January 8, 2011, from PsycArticles via LINCCWeb: http://www.linccweb.org

Bulger, C.A., Matthews, R.A., & Hoffman, M.E. (2007). Work and personal life boundary management: Boundary strength, work/personal life balance, and the segmentation-integration continuum. Journal of Occupational Health Psychology, 12, 365-375. Retrieved January 8, 2011, from PsycArticles via LINCCWeb: http://www.linccweb.org

Caspersen, C.J., Powell, K.E., & Christenson, G.M. (1985). Physical activity, exercise, and physical fitness: Definitions and distinctions for health-related research. Public Health Reports. 100(2), 126-131

CDC (2008). 5 A Day. Eat a Variety of Colorful Fruits and Vegetables Every Day. Division of Nutrition and Physical Activity. Retrieved DATE NEEDED, from http://www.cdc.gov/nccdphp/dnpa/5aday/

Chandler, C. K., Holden, J., & Kolander, C. (1992). Counseling for spiritual wellness: Theory and practice. Journal of Counseling & Development, 71, 168–175.

Chung, S., Wolf, T., & Shapiro, C. (2009). Sleep and health consequences of shift work in women. Journal of Women's Health, 18(7), 965-977. Retrieved DATE NEEDED, from EBSCOhost.

Colonial Woman. (2001, October 1). Portland State University. Retrieved March 13, 2011, from http://www.iroquoisdemocracy.pdx.edu/html/colonialwoman.htm

Davis, Carlton. (2002, March 2). Female participation in the labor force. Swarthmore College Women's Studies. Retrieved March 14, 2011, from http://fubini.swarthmore.edu/~WS30/CDfinal. html

Department of Labour. (n.d.). Human resources and skills development Canada. Retrieved April 2, 2011, from http://www.hrsdc.gc.ca/eng/lp/spila/wlb/01home.shtml

Depken, D. (1994). Wellness through the lens of gender: A paradigm shift. Wellness Perspectives, 10(2), 54.

Ekman, P. (Ed.). (2008). Emotional awareness: Overcoming the obstacles to psychological balance and compassion. New York: Times Books, Henry Holt and Company, LLC.

Employee Well-Being. (n.d.). IBM corporate responsibility. Retrieved March 14, 2011, from http://www.ibm.com/ibm/responsibility/s4_4.shtml

Executive Office of the President of the United States, Council of Economic Advisors. (2010 March). Work-life balance and the economics of workplace flexibility. Retrieved April 7, 2011, from http://www.whitehouse.gov/files/documents/100331-cea-economics-workplace-flexibility.pdf

Flynn, F. J. (2011, January/February). Guilt-ridden people make great leaders: Why feeling bad is actually good. Harvard Business Review, 89, (1/2), 30-31. Retrieved January 27, 2011, from Business Source Complete via LINCCWeb: http://www.linccweb.org

Geil, P. (2008). Choose your foods: Exchange lists for diabetes: The 2008 revision of exchange lists for meal planning. Diabetes Spectrum, 21(4), 281-283.

Grawitch, M.W., Gottschalk, M., & Munz, D.C. (2006). The path to a healthy work-place: A critical review linking healthy workplace practices, employee well-being, and organizational improvements. Consulting Psychology Journal: Practice and Research, 58, 129-147. Retrieved January 8, 2011, from PsycArticles via LINCCWeb: http://www.linccweb.org

Green, P., & Skinner, D. (2005). Does time management training work? An evaluation. International Journal of Training and Development, 9, 124-139. Retrieved January 8, 2011, from PsycArticles via LINCCWeb: http://www.linccweb.org

Greguras, G.J., and Dieffendorff, J.M. (2010). Why does proactive personality predict employee life satisfaction and work behaviors? A field investigation of the mediating role of the self-concordance model. Personnel Psychology, 63, 539-560. Retrieved January 8, 2011, from PsycArticles via LINCCWeb: http://www.linccweb.org

"Guilt." The Merriam-Webster Dictionary: An Encyclopaedia Britannica Company. 2011. Retrieved January 27, 2011, from http://www.merriam-webster.com/dictionary/guilt

Hawley, J. (2001). The fuels for exercise: Proceedings of the Kellogg's Nutrition Symposium 2000, Sydney, 8 August 2000. Australian Journal of Nutrition & Dietetics, 58S19-22. Retrieved DATE NEEDED, from EBSCOhost.

Hawley, J., & Spargo, F. (2007). Metabolic adaptations to marathon training and racing. Sports Medicine, 37(4-5), 328-331. Retrieved DATE NEEDED, from EBSCOhost

Hettler, B. (1980). Wellness on a university campus. Family and community Health. 3, 77,95

Hobson, C.J., Delunas, L., & Kesic, D. (2001). Compelling evidence for the need for corporate

work/life balance initiatives: Results from a national survey of stressful life events. Journal of Employment Counseling, 38, 38-44.

Imbornoni, A.M. (n.d.) Women's rights movement in the US: Timeline of key events in the American women's rights movement 1848–1920. Pearson Education, Publishing as InfoPlease. Retrieved March 8, 2011, from http://www.infoplease.com/spot/womenstimeline1.html

Industrial Revolution. (n.d.) Wikipedia the Free Encyclopedia. Wikimedia Foundation, Inc. Retrieved March 4, 2011, from http://en.wikipedia.org/wiki/Industrial_Revolution Loverde, J. (2000). The complete eldercare planner: Where to start, which questions to ask, and how to find help. New York: Three Rivers Press.

Mahomed, R., Patterson, E., & St. John, W. (2008). Factors influencing possible participation in chronic disease self-management courses. Australian Journal of Primary Health, 14 (3), 19-26.

Marotte, B. (n.d.). The Globe and Mail. Retrieved April 13, 2011, from http://www.theglobeandmail.com/report-on-business/your-business/grow/expanding-the-business/quebec-certifies-firms-for-work-life-balance/article1983349/

Mediterranean Diet. (2010). What is the Mediterranean diet? Retrieved DATE NEED-ED, from http://www.oldwayspt.org/mediterraneandiet

"Modernization." Encyclopedia Britannica Online. Retrieved April 2, 2011, from http://www.britannica.com/EBchecked/topic/387301/modernization

MSNBC. (2007, May 22). The Associated Press Survey: U.S. workplace not family-oriented. Retrieved April 1, 2011, from http://www.msnbc.msn.com/id/16907584/ns/business-careers/

Myers, J. E., & Sweeney, T. J. (2008). Wellness counseling: The evidence base for practice. Journal of Counseling & Development, 86 (4), 482-493.

MyPyramid.gov (2011). United Stated Department of Agriculture. Retrieved DATE NEEDED, from http://www.mypyramid.gov/

Nedeltcheva, A., Kilkus, J., Imperial, J., Schoeller, D., & Penev, P. (2010). Insufficient sleep undermines dietary efforts to reduce adiposity. Annals of Internal Medicine, 153(7), 435-441. Retrieved DATE NEEDED, from EBSCOhost.

New Zealand, Department of Labour. (2010). Opportunities trust New Zealand, Equal employment opportunities, EEO Library. Retrieved April 2, 2011, from http://www.dol.govt.nz/worklife/index.asp

New Zealand, Department of Labour. (2010). Opportunities Trust New Zealand, Equal employment opportunities, EEO Library. Retrieved April 2, 2011, from http://www.eeotrust.org.nz/library/index.cfm

Nielsen, A., & Pedersen, B. (2007). The biological roles of exercise-induced cytokines: IL-6, IL-8, and IL-15. Applied Physiology, Nutrition & Metabolism, 32 (5), 833-839

Norris, P. (1989). Healing: What we can learn from children. In R. Carlson and B.Shield (Eds.), Healers on Healing. (pp.158-162). Los Angeles: Jeremy P. Tarcher, Inc.

O'Brien, Michael. (2010, November 9). Reassessing work/life balance. Human Resource Executive Online. Retrieved DATE NEEDED, from http://www.hreonline.com/HRE/story.jsp?storyId=533325234

O'Donnell, Liz. (21 April 2009). Is the recession tipping the work-life balance scale? The Glass Hammer. Retrieved DATE NEEDED, from http://www.theglasshammer.com/news/2009/04/21/is-the-recession-tipping-the-worklife-balance-scale/

Pinter, B. & Insko, C. (2007, August). Reduction of inter-individual-intergroup discontinuity: The role of leader accountability and proneness to guilt. Journal of Personality & Social Psychology, 93(2), 250-265. Retrieved January 27, 2011, from Business Source. Complete via LINCCWeb: http://www.linccweb.org

Reich, R. B. (2010). Aftershock: The next economy and America's future. New York: Alfred A. Knopf.

Savolaine, J., & Granello, P. F. (2002). The function of meaning and purpose for individual wellness. Journal of Humanistic Counseling, Education & Development, 41(2), 178-189

Skowron, M. A., Stodolska, M., & Shinew, K. J. (2008). Determinants of leisure time physical activity participation among Latina women. Leisure Sciences, 30 (5), 429-447.

"The Office in Your Pocket." (2005). MIT Sloan. Retrieved DATE NEEDED, from http://mitsloan.mit.edu/alumni/pdf/alummag-fall05.pdf

 $\label{thm:continuous} United States \ Department \ of \ Agriculture. \ (2010). \ Dietary \ guidelines \ for \ Americans. \ Retrieved \ DATE \ NEEDED, \ from \ http://www.cnpp.usda.gov/dietaryguidelines.htm$

U.S. Department of Health and Human Services (2006). Your Guide to Lowering Your Blood Pressure with Dash. Retrieved DATE NEEDED, from http://www.nhlbi.nih.gov/health/public/heart/hbp/dash/new_dash.pdf

Unger, H. (2010, September 1). New survey: Recession affecting work-life balance. The Biz Beat. Retrieved DATE NEEDED, from http://blogs.ajc.com/business-beat/2010/09/01/new-survey-recession-affecting-work-life-balance/

Weinstein, B. (2009, March 27). The ethics of work-life balance. Bloomberg Businessweek. Retrieved DATE NEEDED, from http://www.businessweek.com/managing/content/mar2009/ca20090327_513083.htm

Wheeler, M.A., Daly, A., Evert, A. Franz, M.J., Geil, P., Holzmeister, L.A., Kulkarni, K., Loghmani, E., Ross, T.A., & Woolf, P. (2008). Choose your foods: Exchange lists for diabetes, Sixth Edition, 2008: Description and guidelines for use. Journal of the American Dietetic Association, 108, 883–888.

White House: Middle Class Task Force (n.d.). United States Department of Labor, Secretary of Labor, Hilda L. Solis, Work-Life Balance Event. Retrieved March 14, 2011, from http://www.whitehouse.gov/strongmiddleclass/about

White House Forum on Workplace Flexibility. (n.d.). Office of the press secretary White House announces forum on workplace flexibility. Retrieved March 14, 2011, from http://www.whitehouse.gov/the-press-office/white-house-announces-forum-workplace-flexibility

Witmer, J. M., & Sweeney, T. J. (1992). A holistic model for wellness and prevention over the life span. Journal of Counseling & Development, 71, 140-148.

World Health Organization. (1958). Constitution of the World Health Organization. Retrieved July 31, 2008, from http://www.who.int/governance/eb/who_constitution_en.pdf

Work-Life Balance. (n.d.) Wikipedia the Free Encyclopedia. Wikimedia Foundation, Inc. Retrieved March 3, 2011, from http://en.wikipedia.org/wiki/Work-life_balance Work-Life Balance.(n.d.) IBM. Retrieved March 12, 2011, from http://www.ibm.com/ibm/responsibility/employees_work-life_balance.shtml

With appreciation and heartfelt thanks to our college administrators, mentors and coaches and especially the leadership program directors Dr. Michelle Balon, Dr. MaryEtta Fisher, Patricia Glennon and Dr. Barbara Howard.





