

**South African Reward  
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*Global Work-Life Initiatives: The Latest  
And Greatest From Around The World*

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THE BITTERSWEET MEETING OF  
PERCEPTION *and* REALITY



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# What's Been Happening Recently...

- The global economy: still very soft...getting better?
- Regardless...still a scarcity of high-valued talent
- Global workforce demographic challenges
- Valuable employees searching for 'something more'
- Fewer resources available for pay increases.
- Very large increases in health-care costs in most countries.

# What's Been Happening Recently...

- Rapid decline of defined-benefit, emphasis on defined-contribution
- Tremendous advances in technology and the emergence of new business opportunities.
- Geographic movement of many manufacturing and service roles.
- Advancement of pay-for-performance practices.
- Unprecedented mergers, acquisitions and global competition.

# The Exchange Relationship

***EMPLOYER PROVIDES:***

***Total rewards valued by employees***

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***EMPLOYEE PROVIDES:***

***Time, talent, efforts and results***

# What Is Work-Life?

Programs and initiatives in the total rewards package that address the unique individual needs of the employee. These offerings are important to the employees but may be less tangible than compensation and benefits.

# The Total Rewards Package

- Compensation satisfies a *financial* need for income.
- Benefits satisfy *income protection* needs.
- Performance and Recognition satisfy the need to receive *acknowledgment for achievements*.
- Development and Career Opportunities satisfy the need for *personal challenge and growth*.
- **Work-Life programs satisfy *intrinsic* needs, such as control over one's work environment.**

# Work-Life

- A specific set of organizational practices, policies and programs that actively supports the efforts of everyone who works to achieve success both at work and at home.
- Work-Life effectiveness is grounded in a philosophy of respecting people for *who they* are as well as for *what they do* for the organization.

# The Work-Life Portfolio

- Caring for dependents
- Supporting health and wellness
- Creating workplace flexibility
- Financial support programs
- Creative use of paid and unpaid time off
- Community involvement programs
- Culture change initiatives

# 2011 WorldatWork Research Study

- *Very interesting findings:* “Work-Life balance: global survey reveals differences between what employers say and do”.
- Surveyed employees in both developed and emerging countries.
- Primary finding: employees suffer a variety of job repercussions for participating in Work-Life programs, even when their leaders insist they support the business value.
- This conundrum can be so oppressive that some employees go underground, resorting to ‘stealth maneuvers’ for managing their personal responsibilities.

# 2011 WorldatWork Research Study

- The good news is that 80% of employers around the globe avow support for family-friendly workplaces. The bad news is they are simultaneously penalizing those who actively strive to integrate work with their lives.
- Employee respondents reported repercussions that included: overtly or subtly discouraged from using flexible work and other Work-Life programs; received unfavorable job assignments; received negative performance reviews; received negative comments from supervisors; denied a promotion.

## *Also...2011 Bain & Co. Survey*

- A study of 3,300 employees by consulting firm Bain & Co. found similar results. While workplace flex programs, such as reduced hours, telecommuting and altered schedules, were offered in most workers' firms, they were widely used in very few.
- Fewer than one-third of female and half of male respondents said they've used such programs. Respondents' top concerns were loss of respect from supervisors and peers and fear that they would be perceived by bosses, colleagues and clients as not working hard.
- Underscore the fact that some firms appear to be more family-friendly than they really are.

# *However...* 2011 Harris Interactive Research Study

- The headline: “Amid high unemployment in a down economy, U.S. employees are willing to take a pay cut for workplace flexibility”.
- More than two in five working adults (42%) are willing to give up some percentage of their salary for more flexibility at work: about 6% is the average employees are willing to relinquish.
- Perhaps surprising, working men are twice as likely as working women to say they would be willing to give up more than 10% of their salary to receive more flexibility at work.

# 2011 Harris Interactive Research Study

- The fact that employees of all ages are willing to give up any percentage of their salary in exchange for more flexibility over their work schedule is significant, especially given the current economic climate and record unemployment rates.
- More than three in five working adults (62%) agree that flexibility is one of the most important factors they consider when looking for a new job or deciding what company to work for, and one in five (21%) strongly agree.
- Employees are realizing they have a voice in asking for work options, and a highly volatile economic environment isn't deterring this attitude. The desire for workplace flexibility is stronger today and will only gain popularity as the job market begins to stabilize.

# Global Work-Life Initiatives From Around The World

## ● *North America*

- High-Tech firm in Silicon Valley: free cafeterias with a variety of 'themes'; bring children and pets to the office; sabbaticals; don't-do-your-job Fridays (innovative and profitable products developed).
- Giant Computer company: Telecommuting embedded in the culture (60% of time working from home).
- Food and Beverage company in Canada: promotes an extensive fitness program, both internal and external, which results in a 300% ROI (\$3 return for every \$1 invested).

# Global Work-Life Initiatives From Around The World

- *Central/South America*

- Pharmaceutical company in Puerto Rico: on-site day care, flexible work schedules, Paid Time Off Banks (PTO's). These programs are directly contributing to a significant reduction in employee absenteeism.
- Large Investment firm in Argentina: job autonomy initiatives...a company evaluation study found that the amount of pressure, stress, motivation and enjoyment of the job is more influenced by how much control employees feel they have over their time rather than by long hours worked.

# Global Work-Life Initiatives From Around The World

- *The European Union*

- Business Services company in The Netherlands: organizational-wide job sharing initiatives, resulting in hiring more talent without significantly increasing labor expenses.
- Software firm in Germany: extensive telecommuting, flex-time and compressed workweek initiatives.

# Global Work-Life Initiatives From Around The World

- *The Middle East*

- Oil and Gas/Manufacturing company in Saudi Arabia: promotes continuous learning through organizational-wide education and training initiatives (internal and external, as well as functional and overall business).
- Financial Services firm in the UAE: a comprehensive and structured mentoring program (“board of directors” of mentors).

# Global Work-Life Initiatives From Around The World

- *The Asian Market*

- Large Insurance company in Hong Kong: comprehensive health and wellness education and programs with regard to weight loss, smoking cessation, physical fitness, disease prevention, health monitoring, etc. (incentives and awards for perseverance and successful accomplishments).
- Large Bank in Singapore: in conjunction with the government, elder care programs as well as employment opportunities for senior citizens.

# Global Work-Life Initiatives From Around The World

- *South Africa, and countries in the region*
  - What are some Work-Life initiatives that are effective in your organization?
  - Which ones do you consider innovative and creative?

# A Global Work-Life Strategic Methodology

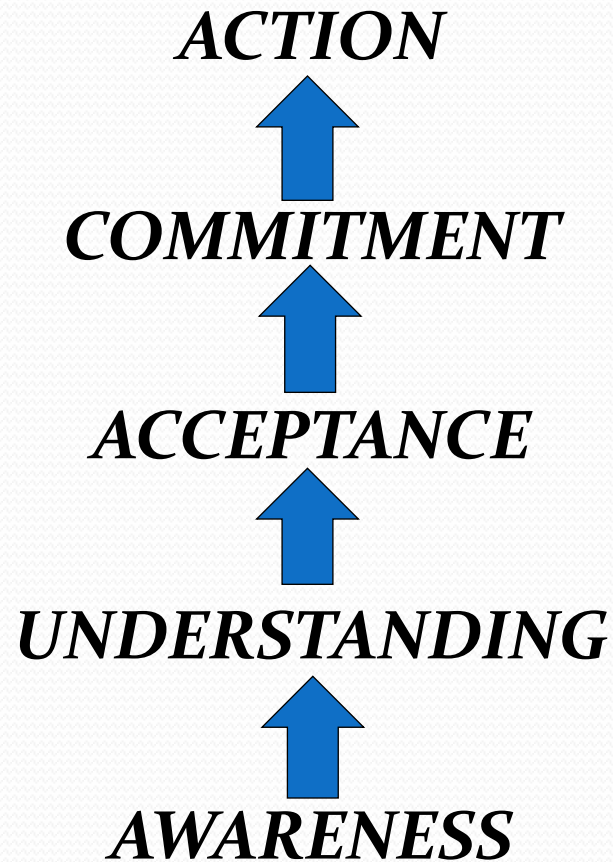
- Analyze your current inventory of Work-Life programs, as well as their utilization rates and overall effectiveness.
  - Survey your employees to determine their Work-Life wants and needs; look for commonalities.
  - Seek guidance from senior executives on which Work-Life programs they believe are important to the organization...*and aligned with the culture.*
  - Perform a cost/benefit analysis on those Work-Life initiatives preferred by the majority of employees, and which also satisfy organizational objectives , cultural sensitivities...and have executive support.
- ***Choose --- Design --- Operationalize ---  
Communicate --- Implement***

# Communication Methodology

## *A Framework For Effective Communication*

- *Step-by-step, managed approach...*
  1. Analyze The Current Situation
  2. Define The Objectives
  3. Establish The Key Messages
  4. Conduct The Audience Research
  5. Choose The Media
  6. Implement The Strategy
  7. Evaluate The Communication Program

# Communication Effectiveness Model




*“In my experience, people get far more excited about doing something as well as it can be done than about doing something adequately. If they are working in an environment where excellence is expected, then they will do excellent work without anything but self-motivation.*

*I’m talking about an environment in which excellence is noticed and respected and is in the culture.*

*If you have that, you don’t have to tell people to do excellent work. They understand it from their surroundings. You may have to coach them at first, but then you just get out of their way and they’ll surprise you time and time again”.*

---Steve Jobs, interviewed in *Inc.* Magazine



*“For many of us who work, there exists an exasperating discontinuity between how we see ourselves as persons and how we see ourselves as workers. We need to eliminate that sense of discontinuity and to restore a sense of coherence in our lives.*

*Work should be and can be productive and rewarding, meaningful and maturing, enriching and fulfilling, healing and joyful. Work is one of our greatest privileges. WORK CAN EVEN BE POETIC”.*

---Max Depree, “Leadership Is An Art”