

**Course 15.343: Managing  
Transformations  
in Work, Organizations and Society**

**MIT Sloan School of Management**

*Beth I.Z. Boland, Esq.*

*Mintz, Levin, Cohn, Ferris, Glovsky and Popeo, P.C.*

# CHANGE IN WORK/LIFE ATTITUDES

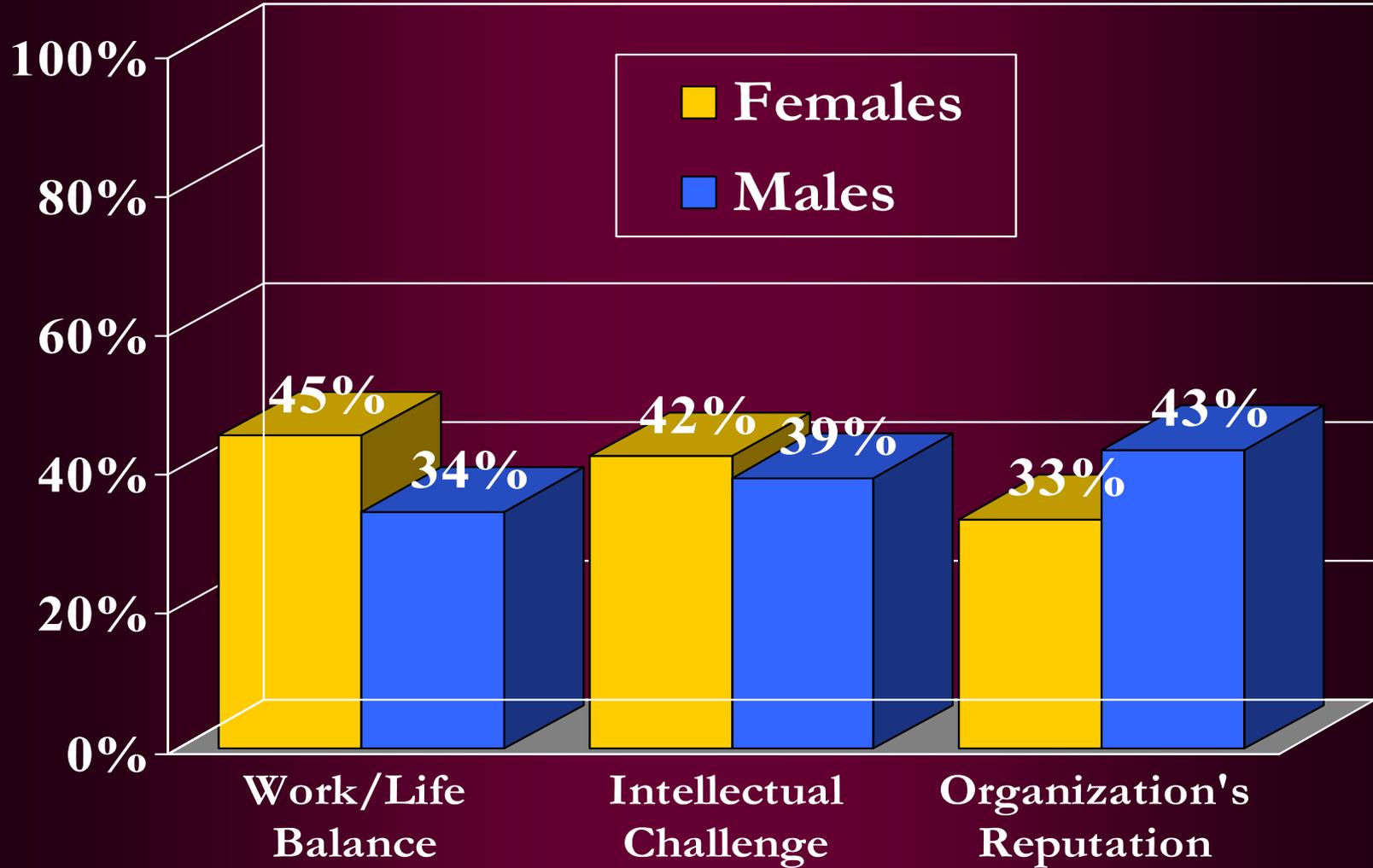
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- **70% of all men ages 21-39 want to spend more time with families and are willing to sacrifice pay to do so\***
- **Work-life balance is concern for lawyers *with* or *without* children:**
  - **71% of both men and women lawyers *with* children report work/life conflict**
  - **56% of men, 62% of women lawyers *without* children report work/life conflict\*\***
- **15% of attorneys ages 51 years or more have elder care responsibilities\*\***

*\* Source: 2000 Radcliffe PubPol Insititute*

*\*\* Source: Catalyst*

# TOP REASONS FOR SELECTING CURRENT EMPLOYER



# WORK/LIFE CONCERNS AND ATTRITION

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- **90% of part-time women in Massachusetts law firms reported availability of part-time option affected decision to come/stay at firm\***
- **40% of all women in Massachusetts law firms who left reported part-time policy and/or implementation affected decision to leave\***
  - **“Ripple effect”**: 30% of those had never worked part-time

# COSTS OF ATTRITION – LAW FIRM ASSOCIATES

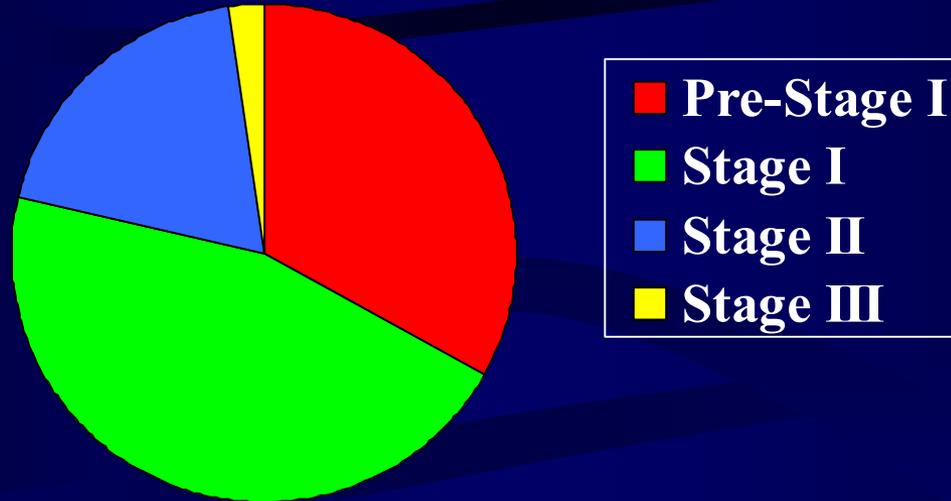
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- 43% of men and women associates leave before the end of 3rd year\*
- Current consensus: “hard” cost of losing mid-level associate = \$200,000 - \$250,000\*\*

\* *Source: NALP*

\*\* *Source: Altman, Weil*

# EVOLUTION OF WORK/LIFE INITIATIVES - 1991\*



## STAGE

### Pre-Stage I

Few policies, barely aware of issues

### Stage I

Several policies, but not a packaged response; seen mainly as a woman's issue with a focus on child care.

### Stage II

Integration of policies, packaged response.

### Pre-Stage III

Most policies incorporate an holistic approach; innovative programs address gender equity, life cycle and community intervention.

## COMPANIES

62 (33%)

86 (46%)

36 (19%)

4 (2%)

# DESIGNING SOLUTIONS

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## Overarching Principles:

- **Achieving work-life objectives will markedly improve attention and commitment of professional employees**
- **CEOs are the most powerful force in achieving work-life objectives**
- **The most effective approach is through cultural and organizational changes - not pinpoint problems/solutions**
- **To create enduring change, a multi-year work-life strategy is essential**

# DESIGNING SOLUTIONS (cont'd)

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## Creating Meaningful Objectives:

- **Include key professionals in defining the business case for a work-life effort at your firm**
- **Customize objective(s) considering your firm's work environment, culture, and current status of work-life integration**
- **Sample Objectives**
  - **To better understand the work-life and dependent care needs of the firm to develop a work-life strategy**
  - **To improve the retention of professional employees**

# **DESIGNING SOLUTIONS (cont'd)**

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## **Possible Actions and Initiatives for Constructive Sustainable Change:**

- I. Communications and Dialogue Examples**
- II. Assessment Examples**
- III. Initiatives to Create Enduring Cultural Change**
  - A. Challenge and Reframe Underlying Assumptions**
  - B. Review and Revise Management Practices**
  - C. Review and Revise Work Design**
  - D. Participate in Knowledge Sharing and Benchmarking**
- IV. Measurement and Evaluation**

# **BEST PRACTICES: DELOITTE & TOUCHE'S WOMEN'S INITIATIVE**

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## **Accomplishments**

- **Initial firm-wide assessment with periodic re-assessments**
- **Mandatory training on “Men and Women Working Together”**
- **Work redesign efforts involving clients (e.g., 3-4-5 schedule)**
- **Access to key visible work assignments**
- **Flexible work arrangements formalized and promoted**
- **Ongoing evaluation with customized metrics**

# **BEST PRACTICES: DELOITTE & TOUCHE'S WOMEN'S INITIATIVE**

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## **Lessons**

- **Make sure senior management is front and center**
- **Make an airtight business case for cultural change**
- **Let the world watch you**
- **Begin with dialogue as the platform for change**
- **Use a flexible system of accountability**
- **Promote work-life balance for men and women**

# WOMEN IN BUSINESS

WAGES	7.60
MBA ENROLLMENT	6.60
BUSINESS OWNERSHIP	5.88
LINE/STAFF RATIO*	5.60
KEYNOTE SPEAKERS	3.88
COMPANY SIZE	3.25
CORPORATE OFFICERS	2.78
CORPORATE BOARD SEATS	2.66
VENTURE CAPITAL	1.10
CHARITY FUND-RAISING CHAIRS	0.00
<b>AVERAGE</b>	<b>3.95</b>

\* Line positions have profit-and-loss responsibility. Staff jobs provide support for line positions.

Data: *The Committee of 200 Annual Report on Women's Clout in Business*  
A score of 10 indicates parity.

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