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.
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 Institute
** Source: Catalyst
TOP REASONS FOR SELECTING CURRENT EMPLOYER

<table>
<thead>
<tr>
<th>Reason</th>
<th>Females</th>
<th>Males</th>
</tr>
</thead>
<tbody>
<tr>
<td>Work/Life Balance</td>
<td>45%</td>
<td>34%</td>
</tr>
<tr>
<td>Intellectual Challenge</td>
<td>42%</td>
<td>39%</td>
</tr>
<tr>
<td>Organization's Reputation</td>
<td>33%</td>
<td>43%</td>
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</table>
WORK/LIFE CONCERNS AND ATTRITION

• 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

* Source: WBA Study
COSTS OF ATTRITION – LAW FIRM ASSOCIATES

• 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
**STAGE**

**COMPANIES**

Pre-Stage I
Few policies, barely aware of issues

62 (33%)

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

86 (46%)

Stage II
Integration of policies, packaged response.

36 (19%)

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

4 (2%)

*Source: Reference Guide to: Work-Family Programs*  
Families and Work Institute 1991
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.
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)

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
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

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

<table>
<thead>
<tr>
<th>Category</th>
<th>Score</th>
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<tbody>
<tr>
<td>WAGES</td>
<td>7.60</td>
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<tr>
<td>MBA ENROLLMENT</td>
<td>6.60</td>
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<tr>
<td>BUSINESS OWNERSHIP</td>
<td>5.88</td>
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<tr>
<td>LINE/STAFF RATIO*</td>
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<tr>
<td>KEYNOTE SPEAKERS</td>
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<td>COMPANY SIZE</td>
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<td>CORPORATE OFFICERS</td>
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<td>AVERAGE</td>
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* 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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