



# Going the extra mile



Lexis Nexis – Employment Law & HR Conference  
8-9<sup>th</sup> May 2007  
Heritage Hotel, Auckland



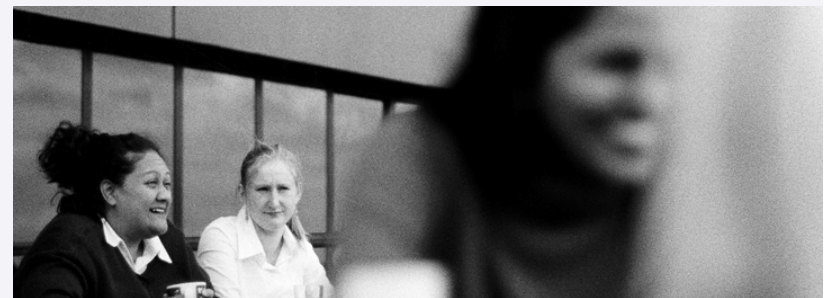
**WORK WORE WOVE LOVE LIVE LIKE LIFE**

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**LOVE**  
**LIVE**  
**LIKE**  
**LIFE**



# Workplace issues

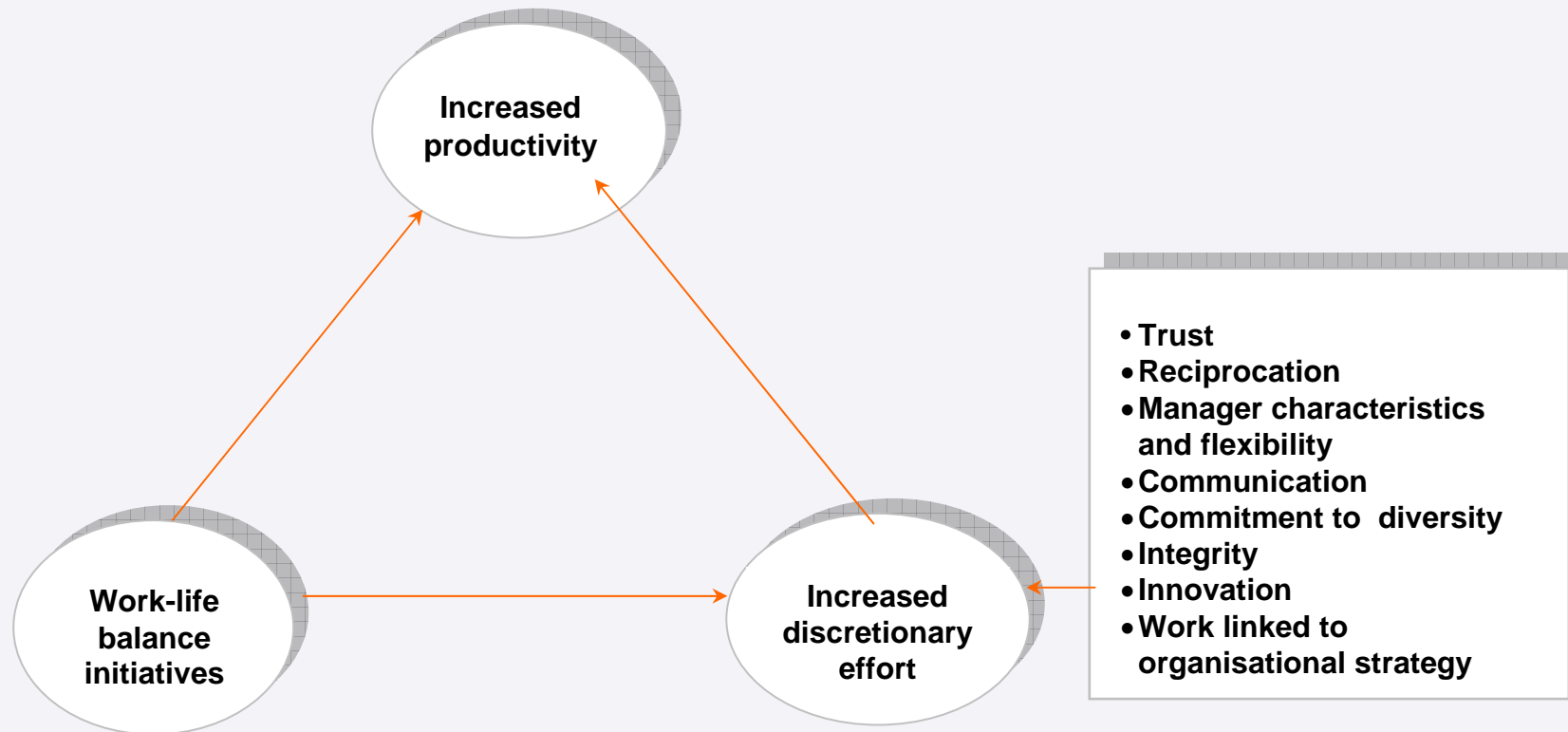
- Recruitment – branding, rewards etc
- Retention – loyalty, commitment etc
- Productivity – creativity, discretionary effort, efficiency, teamwork etc



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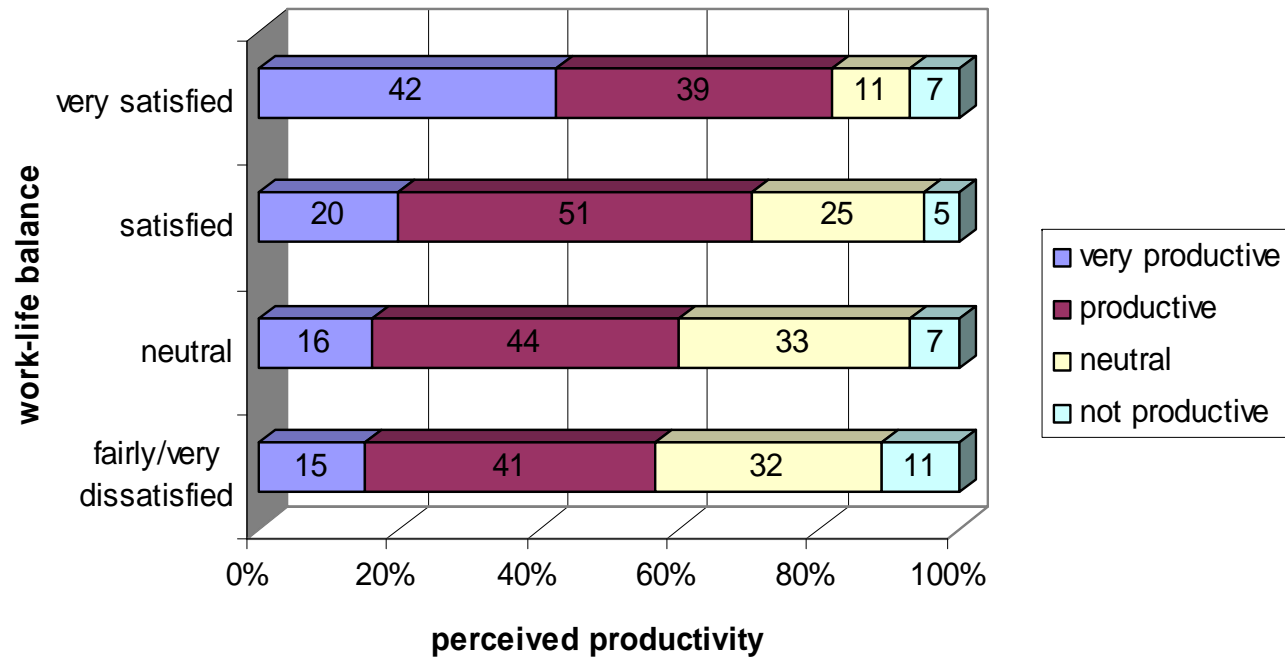


# Work-life balance → discretionary effort → productivity



# Work-life balance → productivity

Productivity and work-life balance - self perceptions



Source: Working Families, 2005:p.13

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# Work-life balance → productivity

- In a US survey of 400 HR executives, 75% reported a positive or very positive bottom-line impact from work-life arrangements.
- A study of 195 private organisations in the US found a statistical relationship between work-life programmes and productivity, particularly for women and professionals.
- A review of telecommuting studies showed measurable productivity increases of between 10% and 30%.

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# Work-life balance → productivity

**“In exchange for the ‘gift’ of work-life provisions, employees offer the ‘gift’ of discretionary effort, thereby increasing productivity.”**

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# Supportive work-life culture critical

**“The shared assumptions, beliefs and values regarding the extent to which organisations value and support the integration of work and family lives, for women and men”**

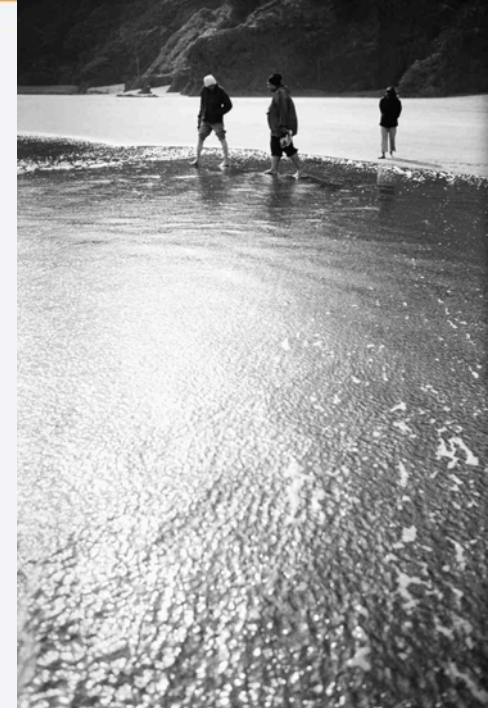
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# Supportive work-life culture critical

**Five factors result in low use of work-life balance initiatives:**

- **Unsupportive managers**
- **Unsupportive co-workers**
- **Organisational time expectations**
- **Gendered use of initiatives**
- **Perceptions of career consequences**



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# Supportive work-life culture critical

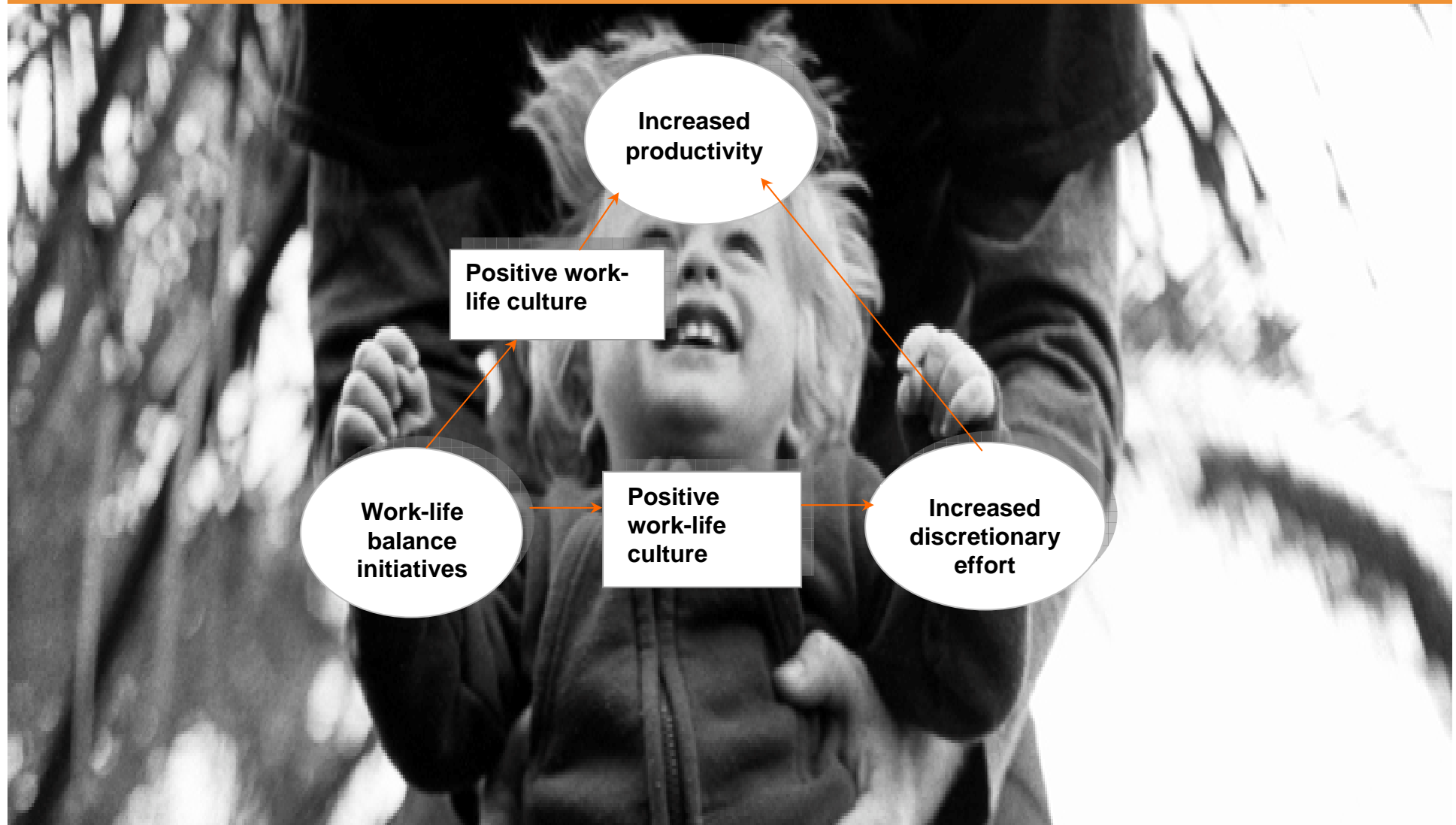
**“High performing workplaces are founded on a strong workplace culture in which motivated and engaged employees are willing to ‘go the extra mile’.”**



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# Work-life balance → discretionary effort → productivity



# Creating a work-life balance culture

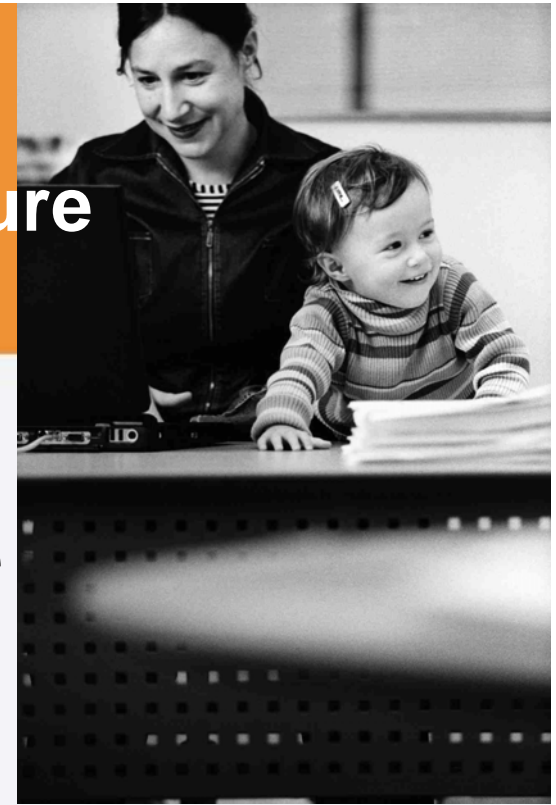
- Stage 1**      **Work-life initiatives**
- Stage 2**      **Flexible working policies**
- Stage 3**      **Culture change**
- Stage 4**      **Work redesign**



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# Creating a work-life balance culture



## **Policies → Culture change**

- Step 1 Identify the business case**
- Step 2 Find a board level champion**
- Step 3 Change organisational conversations**
- Step 4 Improve the monitoring**
- Step 5 Integrate diversity/work-life balance activities into mainstream HR policies**

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# Auckland Chamber of Commerce

**“You need to employ the whole of the person and respect that they have other parts of their life. If these other parts of their life are not fulfilled then there’s going to be a disconnect between what you’re trying to achieve and what they’re trying to achieve.”**

**Michael Barnett, Chief Executive,  
Auckland Chamber of Commerce**

**“He really does take an interest in our lives outside work. It makes a huge difference and I love my job so I have no hesitation about going beyond the call of duty.”**

**Penny Smith, Employment Division Manager,  
Auckland Chamber of Commerce**



## MS Auckland



**“This is a business, like any other, and it’s not good for business to burn people out. It’s too hard to recruit good people.”**

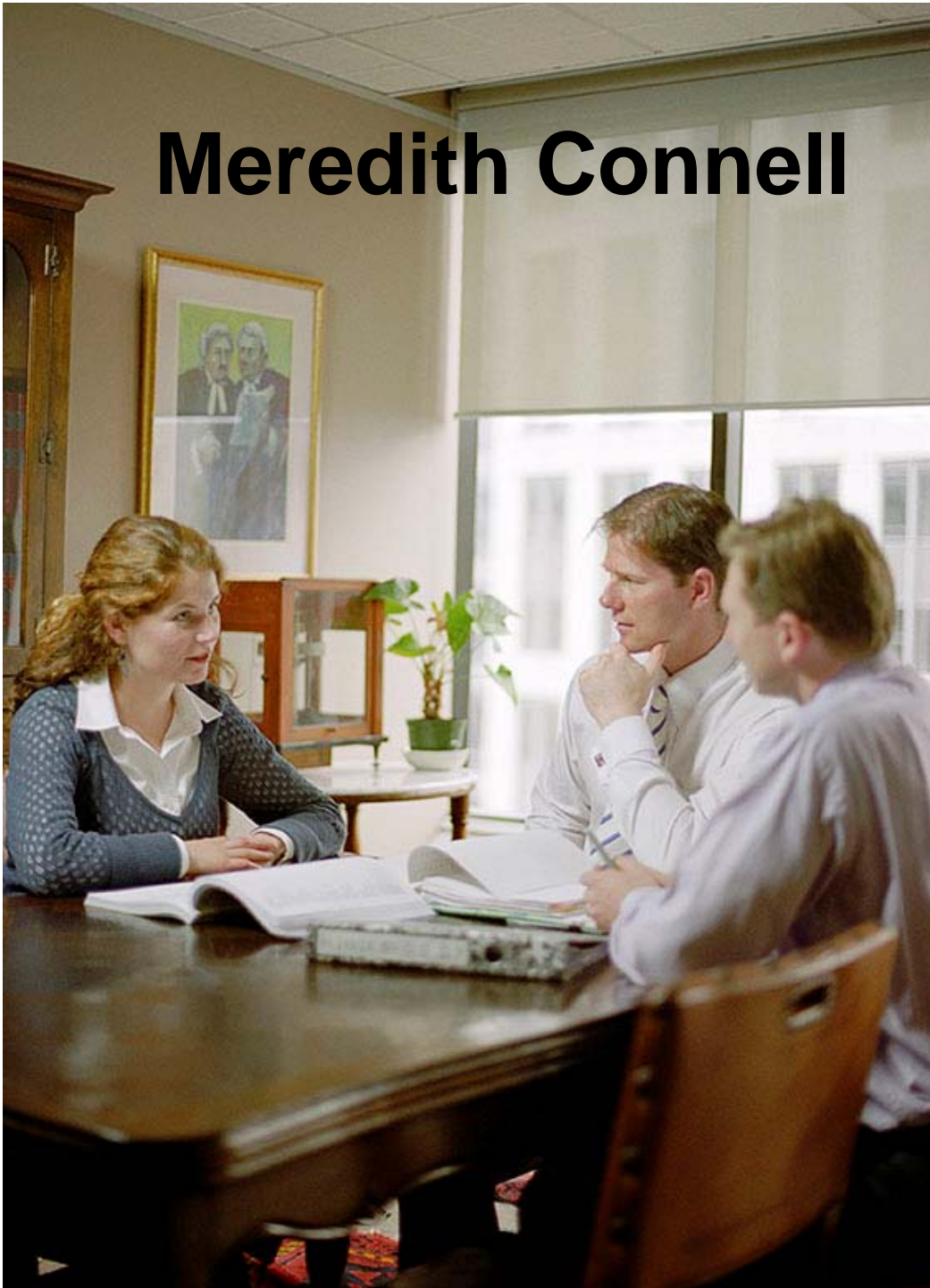
**Gary McMahon, Manager MS Auckland**

**“It’s the whole give and take thing and there’s definitely a lot of give from Gary.”**

**Nicola Garland, Fundraiser,  
MS Auckland**



# Meredith Connell



**"There's no doubt at all if you've got someone whose life is in balance then they're able to do their jobs so much more effectively."**

**Simon Moore,  
Crown Prosecutor,  
Meredith Connell.**

**"We work really hard for them in return and we're really loyal to them."**

**Lawyer, Soana Moala**



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