New Faculty Forum:
Work-Life Balance

“It may be that the purpose of your life is to be a cautionary example to others.”

Mike Lipsett
Oct 30, 2013
Work-Life/Family Balance
(Greenhaus et al., 2003)

• The extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role

• 3 components (+ve or -ve) of work-life balance
  – Time balance
  – Involvement balance (psychological)
  – Satisfaction balance

• Balance can be viewed as a matter of degree
  – (it’s a continuum)
Maslow’s Hierarchy of Needs

- We all have needs
- Work is part of self-actualization
- But only part of it...

Diagram:
- **Physiological**
  - Breathing, food, water, sex, sleep, homeostasis, excretion
- **Safety**
  - Security of body, of employment, of resources, of morality, of the family, of health, of property
- **Love/Belonging**
  - Friendship, family, sexual intimacy
- **Esteem**
  - Self-esteem, confidence, achievement, respect of others, respect by others
- **Self-actualization**
  - Morality, creativity, spontaneity, problem solving, lack of prejudice, acceptance of facts
Work-Life Balance

• Happy workers are productive & creative
• An appropriate focus on work is part of happiness
  – One framework for balance is the Seven Fs: Faith, Family, Finances, Fitness, Friends, Fun and Future
• Inappropriate focus on some needs through work (esteem) puts other needs at risk
• Chronic stress has long-term negative impacts on:
  – Psychological health
  – Relationships
  – Physical health
  – Productivity
  – Creativity
Esteem = \frac{\text{Success}}{\text{Pretensions}}

- People get social strokes in three ways:
  - Affirmation
  - Affiliation
  - Control
- Academics who need constant affirmation may fare poorly in the long run
- It can drive success, but also paradoxically perpetuates low self-esteem, which leads to workaholism if there is no balance with other areas of validation
- “If you want adoration, get a dog.”
- Better yet, have self-esteem from core personal priorities
A Model for the Analysis of Work-Life Balance *(Guest, 2002)*

Nature, causes and consequences of work–life balance

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Feeling Good at Work
(Canadian Centre for Occupational Health and Safety, 2013)

• 13 organizational factors that impact the health of individual employees (psychosocial risk factors)

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• Employee (and employer) benefits when risk factors are addressed/managed:
  
  ➢ Improved
  • Creativity; employee co-operation; employee engagement; employee retention; loyalty to organization; morale and employee satisfaction; productivity, and recruitment
  
  ➢ Reduced
  • Absenteeism; employee turnover (means reduced recruitment and retraining costs); grievances; health costs; medical leave/disability; presenteeism; workplace injuries and accidents, and work time lost
Don’t Take It from Me: 
The Value of Active Leisure in Discovery

Thinkers have at all times resorted to the restful inspiration of a walk in the woods or a stroll over hill and dale.

- Jos. Jastrow

(See also: Emerson, Helmholtz, Pavlov, Poincare, da Vinci, Einstein, Picasso, and myriad others)
References

