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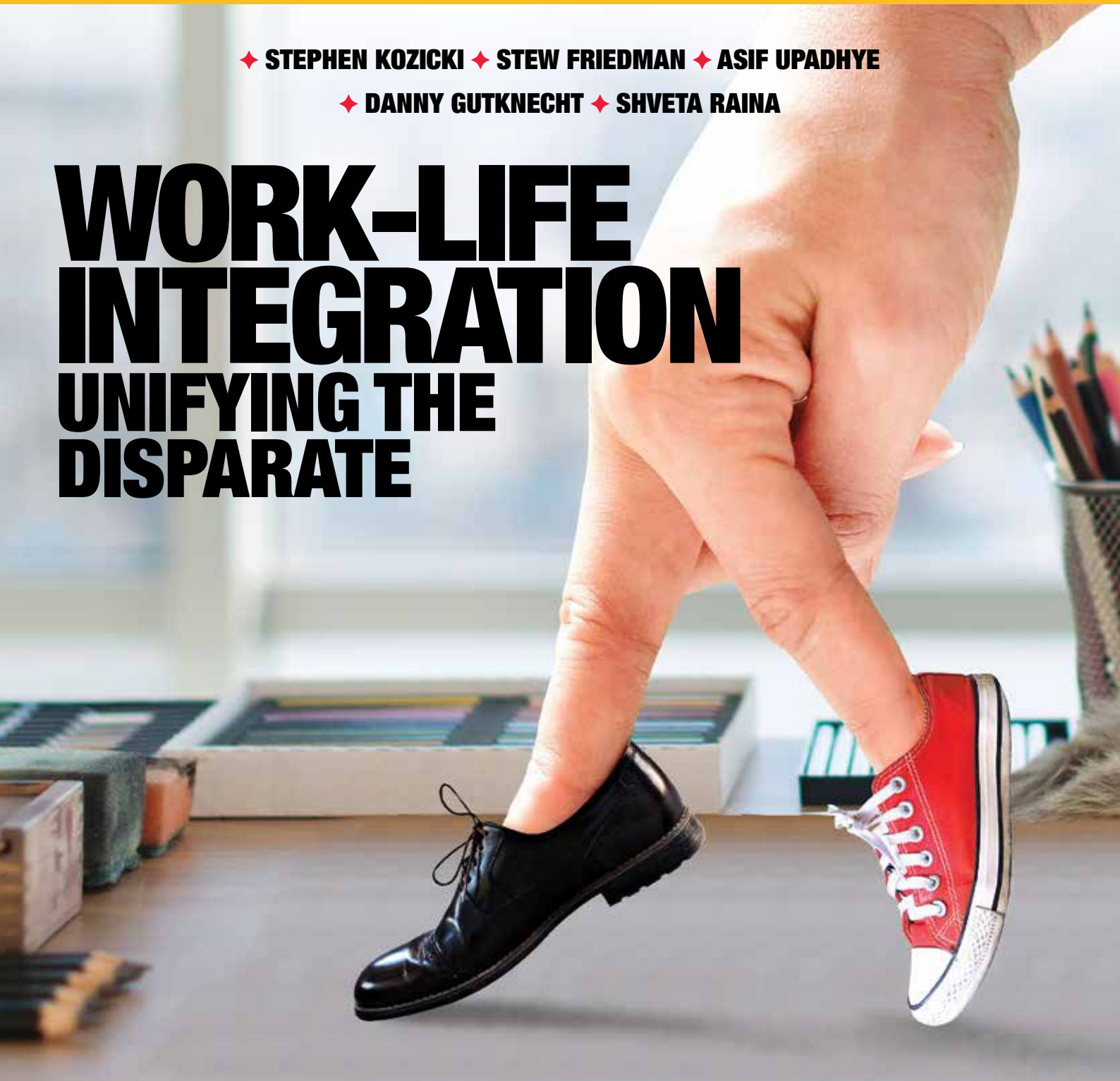
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WORK-LIFE INTEGRATION UNIFYING THE DISPARATE





Seamless flow

“Truly successful people do not forsake the other parts of their lives to achieve success in their professional and public lives; to the contrary, they find creative ways to embrace their family, community, and personal lives.”

◆ STEW FRIEDMAN, WHARTON SCHOOL OF BUSINESS



Too many people believe that to achieve great things we must make brutal sacrifices, to succeed in work we must focus single-mindedly, at the expense of everything else in life. Even those who reject the idea of a zero-sum game fall prey to a kind of binary thinking revealed by the term we use to describe the ideal lifestyle: 'work/life balance'. The idea that 'work' competes with 'life' ignores 'life' is actually the intersection and interaction of four major domains: work, home, community,

and the private self. Most successful people are those who can harness the passions and powers of the various parts of their lives to achieve 'four-way wins'—actions that result in life being better in all four domains. Thus, integration, not balance, is a better lens to view how one navigates work and the rest of life.

Let us take the case of Jenna Porter, a forty-eight-year-old mother of three children, who worked as a manager at a small real estate consulting firm in Philadelphia. She enjoyed considerable success. And, yet, like many people, she was not satisfied with how things were going in her life. She reflected further:

Work infringes completely on the quantity and quality of the time I spend with my family. I've missed out on too much of my children's lives. And I've allowed other areas of my life to suffer. I'm too busy to read, go hear live music, or do other things I love, and I've only managed to promote my physical health—like walking in the woods—for short periods of time. I can't help thinking that my work suffers from the dissatisfaction I feel elsewhere.

Jenna had numerous responsibilities beyond work. She had many people who mattered to her and to whom she mattered, starting with her partner of twenty years and their adopted children, who were seventeen, thirteen, and nine. But her sense of overwhelming responsibilities and pinched satisfaction had been growing, and was exacerbated by the fact that Jenna's father was dying of pancreatic cancer. She wanted to change her work situation to free up time to care for him with her sister, with whom she had always been close, without sacrificing precious time with her partner and children. In the old days, the only way she knew to achieve some satisfaction in her life at work and in her life away from work was to trade off one area for another, in a chase after some kind of 'balance'. But that search—with the demands of employees, kids, partner, sister, and father—seemed more and more futile.

"I like my work", wrote Jenna Porter at the beginning of a Total Leadership workshop she

Total Leadership is a novel synthesis of ideas that have emerged from two traditionally separate fields: the study of leadership and the study of how individuals can find harmony among the different parts of their lives.

took some years ago. “It gives me a sense of purpose, an opportunity to encounter and influence people in ways that make me feel good about the world I’m living in. But spending so much energy on my career has made other areas of my life fall short of my expectations.”

'Total Leadership'

Total Leadership is a novel synthesis of ideas that have emerged from two traditionally separate fields: the study of leadership and the study of how individuals can

find harmony among the different parts of their lives. It is an approach for developing leadership and it offers a proven method for integrating work, home, community, and self.

With Total Leadership, you seek ‘four-way wins’: results that are meaningful not only for your work and career, ‘or’ for your home and family, ‘or’ for your community and society, ‘or’ for yourself, but for ‘all’ these seemingly disparate domains of your life.

Learning the Total Leadership method and producing four-way wins is possible for anyone willing to practise ‘being real’ (acting with authenticity), ‘being whole’ (acting with integrity), and ‘being innovative’ (acting with creativity).

Critical skills for integrating work and life

There are 18 specific skills that foster greater alignment and harmony among the four life domains. It starts with a focus on being real—how to act with authenticity by clarifying what is important, wherever you are, whatever you are doing. That requires you to:



The second principle that Total Leadership addresses is being whole—acting with integrity. What I mean by that is respecting the fact that all the roles you play make up one whole person and encourages others to view you the same way. To do that you must be able to:



The third Total Leadership principle is to be innovative—to act with creativity in identifying and pursuing more four-way wins. To do so, you need to:





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Going back to Jenna's example, after four months of practising the Total Leadership programme, she changed. She exchanged her frequent feelings of being distracted and irritable for feelings of being more fully engaged, both at work and in her life beyond work. She no longer felt passive. She reduced the internal conflict that had been weighing her down, and began to focus on things that really mattered to her.

Most importantly, Jenna began to think of herself as a leader, in 'all' parts of her life. How did Jenna so transform herself in such a short time? She discovered, in a frank conversation with her boss, that he cared for her and her desire to attend to her father. He was also concerned about 'her' health. This emboldened her to take steps to reconfigure her work arrangements in ways she had never before considered. She came to see for the first time that because her coworkers depended on her, she could depend on them in ways she had not thought of before. Jenna created new freedom for herself at work by delegating to those who not only 'could' take on new responsibilities but also who 'benefited' from doing so, for their own growth and success. She adjusted her schedule so that she could focus on the most important aspects of her job, help her sister care for their ailing father, and find time for

taking a few long walks each week. In short, she became a better leader—more real, more whole, and more innovative.

Jenna works fewer hours today than she did back then, but she is more productive. Not only do her boss and co-workers benefit, but her family does too. Her physical and emotional wellbeing has improved. For Jenna, the Total Leadership programme provided a way to create small changes at work (delegating more and spending less time at the office) that produced better performance all the way around—four-way wins. She learned how to work with colleagues and connect with her family and community in new ways, enlisting support by ensuring that others benefited also from changes she was making. She is a new kind of leader.

Jenna, like so many others, is successful by some standards, but wanted to perform better and do more of the things that matter most to her. People want to be better leaders and have richer lives. Some feel unfulfilled and unhappy because they are not doing what they love. Some do not feel genuine. Too many of their daily responsibilities and activities are inconsistent with what they value and who they really want to be. They are unfocused and so they lack a sense of purpose, infused with meaning and passion.

Total Leadership is not an abstract idea; it is a structured method that produces measurable change.



ABOUT THE AUTHOR

Stew Friedman is Wharton's Practice Professor of Management, having founded both the Wharton Leadership Program and the Wharton Work/Life Integration Project. He has been recognised as one of HR's Most Influential International Thinkers and has also won Thinkers50's Distinguished Achievement Award in the talent management field. He has authored many books including *Leading the Life You Want: Skills for Integrating Work and Life*.

Triggering change

Some have a sense of being disconnected; they feel isolated from people who matter to them. The parts of their lives do not seem to fit together into a whole, so they are overwhelmed and pulled in too many directions. They feel

stressed and unable to accomplish important tasks on time because they are distracted or overextended. They resent doing what others want, not what they want; or, on the flip side, they feel guilty for not doing enough for others. They despair that people at work do not see them as leaders who contribute to others' success. They crave stronger relationships, built on trust, and yearn for enriched social networks beyond those that now seem narrow. They want to feel more connected, to belong.

Some are in a rut. They want to find something new that taps their creative energy and engages them, but they lack the clarity—and the courage—to do so. They feel as if they are not moving forward. They lack the skills to manage the torrents of information flooding their everyday lives, making it impossible to realise the promise of new media for greater freedom. They feel out of control and lack the kind of flexibility they need to fit it all in.

Despite such frustrations, many of us feel compelled to make our world better—to lead more effectively in all aspects of our lives. The concrete steps laid out in Total Leadership show you how to do this, to tap your energy for creating meaningful change, and enjoy the fruits of your own transformation.

Total Leadership came to fruition when I was recruited to head up a leadership development programme at a Fortune 50 company. We started with 35 high-potential managers from across the globe. They followed all the steps in the Total Leadership programme and, in the span of about

four months, implemented changes that touched work and the other parts of their lives. Their experiments produced a combined \$5.8 million in cost savings, \$0.7 million in new revenue, and \$0.5 million in productivity gains.

In addition to the quantifiable dollar results, these business professionals improved their relationships with customers and colleagues, and felt more satisfied with their jobs. They felt more deeply connected to their families and their communities, especially since they had drawn them into the process of change. They reported feeling healthier and less stressed. They were making better use of leisure time. And they were feeling better about the company, and more excited about tying their futures to its future.

They accomplished these results not by instituting lean manufacturing or quality-control programmes. They did it by reframing the idea of business leadership, by applying new skills and insights at work, at home, in the community, and within the self.

Total Leadership helps managers to focus their time and energy better. Their core values surface, allowing them to transform the way they allocate their attention, skills, and resources. As a result, their daily actions become more closely aligned with their values. They work smarter, with greater focus and commitment. They achieve the results that matter to them most, in 'all' areas of their lives.

Total Leadership is not an abstract idea; it is a structured method that produces measurable change. You become more focused on the things that matter and so you feel more grounded, more like the person you want to be. You generate more support and feel more connected to the important people in your life. You become more resilient in response to the vagaries of our turbulent world. And you become more open to discovery, and so, feel more hopeful, indeed enthusiastic, about the future and your power to shape it. **IM**