



**SLOAN WORK AND FAMILY
RESEARCH NETWORK**
BOSTON COLLEGE

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THE NETWORK NEWS
A WORK-FAMILY NEWS
PUBLICATION

In This Issue

- Sandra Burud discusses the links between human capital and work-family.
- A graphic illustrates human capital principles including adaptive beliefs, values, and assumptions.
- Pamela Stone discusses her research on professional women who take time off to raise their children.

New from the Network

Sloan Network Updates and Announcements

- We have two new additions to our web site!

The Workplace Flexibility Case Studies provide anecdotal profiles and supporting data to document workplace flexibility as a solid business strategy. Created by Ken Giglio, there are thirteen case studies available here: <http://wfnetwork.bc.edu/template.php?name=casestudy>. Additional case studies will be posted in the future.

Looking for something on the Network website? Use our newly redesigned search tool which now allows users to sort search results by category. Users can choose a particular category or browse the full list of search results. Categories include Statistics, Definitions, and Overviews & Briefs, among others. Go to the homepage, click on Research/Teaching, Workplace Practice, or State Policy, and type a search word into the search tool in the upper left hand corner.

- We recently polled our affiliates to collect data on "Numbers That Work," to determine the topic areas and types of information that would be the most useful for making the business case for work/life. The response rate has been wonderful—over 200 of you took the time to complete the survey. We are beginning to analyze this data and will share our results with you soon. Thank you to everyone who took the poll!
- Be sure to keep checking What's New in Work and Family on our web site for the latest work and family links. Here are two recent announcements:

"Workplace Flexibility 2010 is an Alfred P. Sloan Foundation policy initiative located at Georgetown University Law Center and directed by Professor Chai Feldblum and Katie Corrigan. Workplace Flexibility 2010 recently began distributing the News Roundup, a compilation of news articles, op-eds, and recent reports on various issues related to workplace flexibility: topics range from phased retirement and flexible work arrangements to reduced hours, job shares, and career flexibility. The News Roundup can be found at Workplace Flexibility 2010's website—<http://www.workplaceflexibility2010.org>—on the left side of the homepage." —Katie Corrigan, Co-Director, Workplace Flexibility 2010

The Fall 2005 issue of the Labor Project for Working Families' newsletter, *Labor Family News*, features an article entitled "Mandatory Overtime Work, Work-Family Conflicts and Unions" by Lonnie Golden, Associate Professor of Economics and Labor Studies at Penn State University, Abington College and Barbara Wiens-Tuers, Associate Professor of Economics, Penn State University, Altoona College. To read the article, please click here: <http://www.laborproject.org/newsletter/fall05.html#3>.

For more announcements and articles, you may access What's New in Work and Family here: <http://wfnetwork.bc.edu/template.php?name=newsannounce#news>.

Best Regards,

Marcie, Judi, Karen, Tina, and Sandee

Conversations with the Experts

Leveraging the New Human Capital



Sandra Burud

Bio: Sandra Burud, Ph.D., has a twenty-five year history as a writer, researcher, and consultant on work-life strategies and human capital. She is a Visiting Scholar at the Peter Drucker School of Management at Claremont Graduate University. The School sponsored her latest book, *Leveraging the New Human Capital: Adaptive Strategies, Results Achieved and Stories of Transformation* (with M. Tumolo, 2004), which was supported by a grant from the Packard Foundation. As President of the Alliance for Work-Life Progress (AWLP) in 2001, she led the development of the first professional certification for work-life practitioners. She is now a partner in the firm Rose & Burud. The consulting practice founded by Dr. Burud and Karol Rose conducts research, and consults with and trains business leaders on work-life effectiveness and human capital management strategies. Current clients include professional services firms, global manufacturing firms, investment banks and labor-management organizations.

Editors' Note: This month, Judi Casey and Karen Corday interview Sandra Burud, author of *Leveraging the New Human Capital: Adaptive Strategies, Results Achieved, and Stories of Transformation*. Dr. Burud wrote this book with Marie Tumolo. It is published by Davies-Black Publishing.

An Interview with Sandra Burud

By Judi Casey and Karen Corday

Casey: What are the new ideas in the book, *Leveraging the New Human Capital*?

Burud: The book comes at work-life (both what it is and the rationale for it) from a completely different perspective. As a work-life person said to me, "Typically, we say, 'Here are the practices we think companies should adopt, and the evidence to support them.' You've come at it from a new angle and say, 'Here's how the business environment has changed, and these responses are critical to business survival.'"

Casey: Would you say the approach is more indirect, or that work/life is part of a larger framework?

Burud: It is a new conceptual framework about managing people as human capital. Treating employees as whole people is part of it, so work-life effectiveness would be integral to this approach.

The book identifies three structural changes in the business environment that require organizations to change how they've been managing people. The first is that human capital (people), rather than machine capital or financial capital, drives results. The things that only people can do are in shortest supply and key to competitive advantage—the ability to develop new knowledge, to innovate, and to connect with others (to know, create, and relate). The second is that most people (85%) are now engaged in knowledge and/or service work, which requires a more complex contribution from them, e.g., their engaged emotion and ability to think at a high level. Because the person is the centerpiece of what's being delivered and the face of the company to the customer, what's happening with that person becomes even more critical to business results. So the third structural change has a 'multiplier effect'—the fact that the typical worker is now a 'dual-focus' worker who is managing work and significant personal responsibilities at the same time. Work is no longer the average employee's primary responsibility, nor does he/she have an invisible support system that allows him/her to focus exclusively on work. These three major changes have transformed how people must be managed if they are to deliver the results that companies require of them. It is simply a new reality.

Casey: Why did you choose the term "human capital"?

Burud: The term expresses the fact that people have shifted from being perceived as a cost to being the primary asset. Assets are managed differently than costs, so their value will increase over time. With costs, the goal is to minimize them. When people are treated as costs, they are expendable; when they are managed as

assets they are protected, invested in, and their state is important to the holder. Managing people as human capital is an investment mentality; the amount of the investment is less important than the payoff. But, *humans* are different from other kinds of capital. They have emotions; they have lives outside of work, and they have limited attention. That makes issues like distractions, attitude and energy levels new priorities for business.

Casey: I would think the health and well-being of employees would be critical.

Milkman: Absolutely. If people are your capital, your asset, you want them to be well—in the broadest sense of the word, both now and in the long term. There are two basic views of human nature that underlie how organizations treat people. They consider people to be either like an organism or like a mechanism. The organismic view is that people are an energy system—holistic and interconnected, naturally active, ever-changing and growing, each one unique and unpredictable, like a rose bush or a colony of bees. The mechanistic view is that people are more like a clock—basically interchangeable, dissectible into parts (e.g., work and private self), in ‘off’ mode unless turned on, and predictable. The question for organizations is not which is true, but which works better—which will get the best results? In machine-driven environments, managing people from a mechanistic view worked, because predictability was essential to good machine output. People were in a sense interchangeable and replaceable because they needed to follow instructions, not be creative. But in a knowledge environment an organismic approach supports the innovation, personalized attention, initiative, self-regulation, continuous learning and growth that are required now. So treating people as an integrated whole is smarter, which connects what happens outside of work to their performance and their total well-being relevant to how well they function on the job.

Casey: Why has it been so difficult for organizations to embrace work-life practices? It seems we know a lot about what can be done and have repeatedly documented the business case.

Burud: The resistance can be understood when you grasp how powerful the forces of organizational culture are; it explains the difficulty. In *Organizational Culture and Leadership*, Edgar Schein describes how cultures form gradually as people try out things to see what works. The sense of ‘what works’ becomes entrenched; people stop questioning it. It all slips beneath consciousness and becomes a lens that filters out what doesn’t fit. Leaders are selected and people promoted who embrace these assumptions; systems are put in place—what’s rewarded, what’s valued, and what’s ignored. It’s hard to change because it becomes what people in the organization think is TRUE with a capital ‘T’. That’s all fine until a major shift occurs, because the lens makes it hard to see what’s being tuned out. We argue that the three converging forces are such a shift, and leaders have to challenge themselves to bring their old beliefs out into the sunshine and consider whether they are ‘TRUE’ any longer.

Casey: So is organizational awareness needed to strengthen work-life?

Burud: Culture change begins with an organizational awareness that there are underlying beliefs at the heart of how businesses have been operating that are the sources of resistance. The Human Capital Framework is based on a foundation of new beliefs, from which arise new operating principles, which in turn result in new practices (including work-life).

For example, one set of old beliefs is about what drives business success. We’ve inherited these from the industrial age, when work had to be standardized, synchronized and centralized —done in the same way, at the same time, in the same place. Alvin Toffler told us about it in *The Third Wave*. So we have 9-to-5 work schedules, central work locations, one-size-fits-all benefits, and manager-driven work design—all inherited assumptions about the best ‘way to do things’, from this era. They are ‘truths’ with a capital T—never examined, hidden from consciousness even now though out of date. In a knowledge era what drives business success is not standardization, etc., but customization, flexibility/ variability, versatility, and mobility. So, varied work schedules, virtual work, and customized people practices bring better *business* results. Compliant, homogeneous workers must be replaced with people who are creative, diverse and think for themselves.

Casey: What does this mean for how organizations should manage people?

Burud: We suggest another set of beliefs lying beneath the surface about what a *business* should be like, about what *people* are like, and about the nature of *work*.

About **business**, the old belief is that a good business enterprise is a classically masculine enterprise; it’s all about competition, a bit like war. The goal is to annihilate the competition. Good leaders are warriors, tough and unswayed by emotion. It is purely rational and the polar opposite of home. Therefore, “soft” things—emotions, caring, perhaps even femininity—do not belong there.

About **people**, the old belief is that people are more like a mechanism than an organism. One person is about as good as another, and they are externally motivated—they have to be ‘turned on’. That means workers need to be told what to do, if left alone they won’t work hard, that external rewards like pay and titles are key. Managers have to organize and assign work and look over peoples’ shoulders to be sure they produce. If, however, you believe people are like an organism—naturally prone to activity and growth, and self-regulating—a manager’s job is to ensure they have resources and then get out of their way. Virtual work and employee-driven work design are a natural fit.

The old belief about **work** is that it is basically drudgery and we’d all avoid it if we could. When people were mining coal or working in a steel mill, this might have been truer, but now people are involved in knowledge or service work that can be more interesting. Psychologist Mihaly Csikszentmihalyi has spent thirty years studying when people are most engaged in what they are doing, in a state of ‘flow’. Surprisingly, it’s not when they’re lying in a hammock on the beach, but instead when they’re working—under certain conditions. But ‘flow’ only happens when people are doing work that challenges them—stretches their abilities—and gives them feedback. When work has these characteristics, it feeds their sense of self and gives them a profound a sense of accomplishment. So, instead of people wanting ease, they seek challenge. The new belief is that work *under the right conditions* can be intrinsically rewarding and something people want to do.

Casey: So what’s the connection to work-life, exactly?

Burud: If you believe that people are naturally idle and work is something that they’ll avoid, it would not be a wise manager who would let them telecommute or set their own work goals. But, if you believe that when people are challenged, they are naturally active and self-regulating, you give them more power and freedom. You’d focus more on tuning into them as individuals, matching them with the right work, and less on policing them. So the trick is to first get business leaders and managers to think about what beliefs are in operation and which they *want* to operate from. For example, is business entirely a competitive undertaking, or is collaboration also critical? In *The World Is Flat*, Thomas Friedman cites great examples of collaboration as the new name of the game. UPS now partners with HP, to not only pick up and deliver computers that need repairs but to actually do the repairs at the UPS hub. UPS techs do the repairs! These companies have integrated their businesses to enhance each other’s growth and earnings. A collaborative work environment is quite different than a purely competitive one. Some of the qualities of home are relevant—paying attention to and developing others, for example. Leaders and managers today have to be able to manage emotions and to listen, not the skills we normally associate with a general. If managers don’t know what their fundamental assumptions are about business, people and work, then they will be flying blind as they evaluate new options and policies.

Casey: You said there were certain operating principles associated with these beliefs. Can you talk more about this idea?

Burud: The new principles we suggest for the new business reality include, for example, individuality (instead of treating people all the same), aligning interests of employees and management, respect, wholeness, trust, a results orientation, shared responsibility, and others. From these principles naturally emerge human capital practices, which we say fall into four groups—practices about 1) *time*: how time is used, 2) how *work* is organized, 3) how *talent* is managed and 4) what *resources and tools* are provided. These practices include some familiar to the work-life field, e.g., customized work schedules and career paths, dependent care benefits, but also others we have not seen as part of our agenda, e.g., emphasizing challenging work, fair pay and empowering leaders. We suggest they are all part of managing people as human capital. You cannot treat people as human capital without recognizing their responsibilities and lives outside of work; nor fully address work-life effectiveness without recognizing how they are managed overall.

Casey: How do you get business leaders to embrace this perspective and translate it into action?

Burud: I think you show them that they’re not going to survive otherwise. If they manage people from the old mindset, they’ll have people behaving like machines. They won’t innovate, they won’t form or sustain critical relationships; they won’t keep learning and sharing knowledge. The business won’t have satisfied customers; it will be at risk, because it’s operating from an outdated, obsolete frame of reference.

Casey: So it’s not an option.

Burud: That’s the point. The old way of managing is simply not going to get businesses where they need to go. Organizations need nimbleness. They must be lean. Employees must make on the spot decisions or they cannot serve customers nimbly. The results won’t happen with old hierarchal, mechanical ways of managing people where sameness is rewarded and people read from scripts instead of using their own judgment. That

means you have to get people you can trust, be sure they're in the right job, align their interests (pay them well, pay attention to what's good for them, including their quality of life, give them the resources they need), and then let them fly! So, as Peter Drucker says, in this new environment, it's not just up to employees to understand what the organization needs, the organization also must understand what people need, because people are the constraining resource. That puts employees in the power position more than ever before, since they carry the means of production with them—their knowledge. When they leave it goes and it is not easily replicated, because knowledge is information combined with their unique experience. Service workers are the face of the company to the customer. Whether they are disgruntled or enthusiastic about the organization makes all the difference in the customer's experience. So, the state of an organization's human capital is the most important focus.

Casey: So you switch the focus from “You need to be a family-friendly company,” to “To be successful in this new economy, you must do what's good for employees.”

Burud: Instead of viewing people as expendable and as having different interests than their managers, they are capital. This means that they need to be managed so they can bring all they can to the job, which will ensure organizational success. It's not about adopting some new policies, good as those may be. It is a new overall approach to managing people—one that treats them as assets.

Casey: Is there a take-away for state legislators or public policy makers in terms of how states can be more responsive to working families?

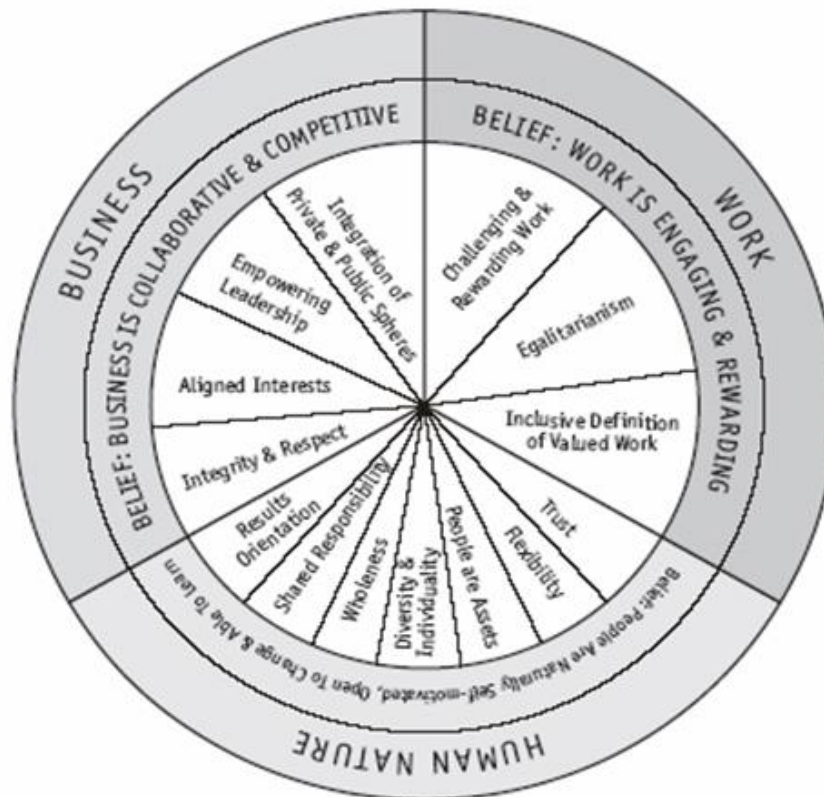
Burud: Because this is a whole different framework, laws about working time need to change. Many labor laws and regulations come out of the industrial environment when standardization was essential. Notions of what is fair and what constitutes disparate treatment may need reexamination in this environment where it's desirable to treat people as individuals. We chose the term ‘customized’ work schedules and careers paths rather than ‘flexible work arrangements,’ which are often simply a different set schedule. These are examples of managing people individually. Accounting systems, which have traditionally treated people as a cost rather than an asset, are another artifact of an earlier time that impedes our progress. If we're valuing intangible assets such as people's knowledge, we need better systems for accounting for them.

Casey: Is there anything we missed?

Burud: It's important to see the shift to a dual-focus work force as a structural change. Work plays a different role in these workers' lives and rather than being a drain on performance, they bring a strategic advantage if managed correctly. Their ‘meta-skills’ (skills that leverage technical skills) —receptive communication and relationship skills, the ability to manage emotions, which they have developed from raising children, caring for elders, maintaining strong friendships—are critical in a collaborative knowledge-era. We say the ‘ideal worker’ is no longer the person who keeps personal life out of work, always saying ‘yes’ to management requests. The *new* ideal worker is the one who works effectively in dual-focus mode (because it is the new reality), brings their whole self to work, sets boundaries (protecting their own human capital) and delivers results. This is the **New Human Capital**, which smart organizations can leverage to their advantage.

To contact Sandy, please e-mail sandy@burud.org

Human Capital Principles: Adaptive Beliefs, Values, and Assumptions



Source: This chart is from Burud, S. & Tumolo, M. (2004). *Leveraging the New Human Capital: Adaptive Strategies, Results Achieved, and Stories of Transformation*, pp. 119. Palo Alto, CA: Davies-Black Publishing.

Additional Resources Related to Human Capital

This month, we highlight resources on the web pertaining to human capital management, reporting and policy.



Global Perspectives – Accounting for People: Task Force on Human Capital Management Reporting: “The Task Force was set up in January 2003 to look at the performance measures currently used to assess investment in human capital, consider best practice in human capital reporting, and the performance measures that are most helpful in reports to stakeholders, establish and champion the business case for producing such reports and produce a final advisory report.”

- View the homepage at: <http://www.accountingforpeople.gov.uk/index.htm>.
- Access their research reports here: <http://www.accountingforpeople.gov.uk/task.htm>.


Human Capital Assessment and Accountability Framework (HCAAF) Resource Center: “[A] comprehensive collection of strategies, tools, and methods for agencies to use as they build this new world. The HCAAF Practitioners’ Guide is intended to accelerate government-wide efforts to support agency mission results with strong human capital strategies.”

- Visit the Resource Center at: http://www.opm.gov/hcaaf_resource_center/index.asp.
- Access the Practitioners’ Guide here: http://www.opm.gov/hcaaf_resource_center/resources.asp.


Human Capital Policy Initiative: “The Human Capital Policy Initiative (HCPI), a special project of the University of Pittsburgh’s Institute of Politics, was created to close the gap in communications, foster linkages among policy makers at all levels, and develop a forum for open discussion on workforce development.” This web site contains useful resources and information such as reports, presentations and links. They also publish

their own web log, HCPI Blog.”

- Visit the Initiative’s web site here: <http://www.hcpi.org/public/cfm/homepage/>.
- Visit the web log here: <http://hcpi.blogspot.com/>.

 **Global Perspectives – *Guide to Human Capital Reporting: An Internal Perspective*:** “People are not only a company’s “greatest asset” but also their single largest investment. Yet very few companies presently distinguish themselves by measuring and reporting on human capital. Commissioned by the Chartered Institute of Personnel and Development (CIPD), Mercer has developed the *Guide to Human Capital Reporting: An Internal Perspective*, to help managers embark on the measurement and reporting journey. The 75 page guide outlines the five key stages of best practice measurement.”

- View background information and a summary of the report here: <http://www.mercerhr.com/knowledgecenter/reportssummary.jhtml/dynamic/idContent/1168875>.
- Access the report here: <http://www.cipd.co.uk/NR/rdonlyres/14186133-F440-47DF-92BE-36E5F65B7962/0/humancapguide0105.pdf>.

 **Global Perspectives – *Organisation for Economic Co-operation and Development (OECD). Human Capital*:** “Human capital plays an important role in the process of economic growth and individuals’ labour market outcomes are linked to their educational attainment. The OECD reviews policies that influence the incentives to invest in human capital and the efficiency of the provision of education services.”

- Access the OECD’s publications and documents on human capital here: http://www.oecd.org/department/0,2688,en_2649_34605_1_1_1_1_1,00.html.
- Visit the OECD’s homepage at: http://www.oecd.org/home/0,2605,en_2649_201185_1_1_1_1_1,00.html.

The Sloan Foundation Corner

Work-Family Project

Both Sides Now: Why Career Women are Quitting Jobs and Heading Home

By Pamela Stone, Associate Professor of Sociology, Hunter College and Graduate Center, CUNY



Pamela Stone

High-achieving professional women who’ve headed home to care for their children full-time have been the subject of recent media frenzy, but my scholarly interest in them predated their “media moment.” My interest was piqued when, through participant observation (otherwise known as life), I discovered—in the school hallways, on the soccer fields, and during all the down time of motherhood—that a lot of the women I knew in my suburban hometown as “just moms” had once led very different lives. These lives included degrees from top schools and prestigious careers as lawyers, doctors, executives, editors, and the like. As high-flying professionals, these women enjoyed advantages and a level of support unavailable to most working women both at home and on the job. Moreover, their track records attested to past ambition and significant work commitment. Why, then, were they leaving their careers behind? The obligatory literature search yielded few answers. This particular group of women, having exited the labor force, appeared to have gone missing.

I undertook a two-part study to try to address this research gap: first, to better understand the larger contours of this phenomenon and second, to shed light on the circumstances that led women to take this step. My analysis of labor force trends using CPS data going back several decades revealed that, media messages to the contrary, there is no “opt-out” revolution. Nonetheless, the media attention wasn’t going away (if anything, it was increasing), and case studies suggested that leading firms and professions were experiencing retention problems among their rising female stars. This led me to carry out an in-depth, qualitative study of 54 high-achieving women living in several major cities across the U.S. who fit the profile of the media depiction (white, married women with outstanding educational credentials who had formerly worked as professionals or executives but were now full-time mothers.) Results from this study correct another media misperception: I found that workplace pushes play an equal and arguably stronger role in women’s decisions to quit than family pulls, and that what looked like (and indeed was understood by women themselves) as “choice” was often far from it.

With much-appreciated support from the Sloan Foundation’s program on The Workplace, Workforce and Working Families, directed by Kathleen Christensen, I was able to complete this study and write a forthcoming

book based on it, tentatively titled *Both Sides Now: Why Career Women are Quitting Jobs and Heading Home* (University of California Press.) The book documents the double-bind faced by women in the "gilded cages" of elite professions and the existence of a significant "choice gap." In it, I explore not only women's reasons for interrupting (and in some cases terminating) once-flourishing careers, but also their re-invention as at-home mothers and their re-direction away from their former careers, many in favor of historically female professions such as teaching. I discuss the policy implications of my results and present case studies of firms that have been especially responsive to the needs of high-achieving women professionals in the current economic and organizational climate.

Those interested in being placed on a pre-publication mailing list for the book should e-mail Naomi Schneider (naomi.schneider@ucpress.edu.) An article based on the study, which focuses on reasons behind women's decisions to quit their jobs (with Meg Lovejoy, Brandeis University), appeared in the November, 2004 issue of *The Annals of the American Academy of Political and Social Science*, copies of which are available at <http://ann.sagepub.com/>

Announcements

Call for Papers and Proposals

Special Issue on Older Workers in *Journal of Workplace Behavioral Health*

Deadline for Submission: January 15, 2006

The journal welcomes original contributions within three broad themes:

- Trend analysis: What's driving the interest in and the interest of older workers?
- The intersection of work, family and personal life issues for older workers.
- Transforming the workplace to value older workers: organizational culture and climate.

Additional article submission instructions may be found here: <http://www.haworthpress.com/web/jwbh>
Electronic submissions may be made to Paul Maiden, Editor, at pmaiden@mail.ucf.edu

Organizations, Occupations, and Work section of the American Sociological Association

Deadline for Submission: January 18, 2006

The ASA's Annual Meeting will be held from August 11-14, 2006, at the Montreal Convention Center in Montreal, Canada. They are accepting papers under the general headings of Sociology of Work and Sociology of Organizations.

For more information about submissions, click here:

http://www.northpark.edu/sociology/oow/calls_for_papers/annual.htm.

To submit papers, please visit the ASA web site:

http://www.asanet.org/FCKeditor_2.0rc3/editor/page.wv?section=Meetings&name=2006+Call+for+Papers.

Fifth Annual Hawaii Conference on Social Sciences

Deadline for Submission: January 24, 2006

The conference will be held from May 31-June 3, 2006 at the Waikiki Beach Marriott Hotel in Honolulu. Papers, abstracts and submissions from all areas of the social sciences are invited.

For detailed information about submissions, visit here: http://www.hicsocial.org/cfp_ss.htm

E-mail your abstract or paper, along with a title page, to: social@hicsocial.org

Special Issue on Consumer Finances in *Journal of Family and Economic Issues*

Deadline for Submission: February 1, 2006

This special issue of *Journal of Family and Economic Issues* will be published in June 2007. The suggested topics are, but not limited to, as follows: Financial planning, Financial counseling, Financial education, Money management, Trends of consumer finance industries, Consumer behavior in financial services, Family relations and financial issues, Human development and financial issues, Health and financial issues, Cultural comparisons of financial management, Financial behaviors in diverse populations.

For more information about submission guidelines, please contact So-Hyun Joo, Ph.D., Guest Editor, at: [So-](#)

hyun.joo@ttu.edu

Call for Awards

100 Best Companies to Work For

Deadline for Submission: March 31, 2006

This award is given by the Great Place to Work Institute and the list of winners is published annually in *Fortune* magazine.

For information about nominations, visit here: <http://www.greatplacetowork.com/best/nominations/nom-100best.php>

Alfred P. Sloan Awards for Business Excellence in Workplace Flexibility

Deadline for Submission: Depends upon the location of your worksite; see the website for details.

These awards recognizes employers in sixteen select communities nationwide that are successfully using flexibility to meet both business and employee goals.

For more information, visit here: <http://familiesandwork.org/3w/awards/2006index.html>.

Conference Announcements

Association for Social Economics

Theme: "Understanding Living Situations"

Where: Boston, MA – When: January 5-8, 2006

Click here for more information: <http://www.socialeconomics.org/ASSAProg.htm>



Global Perspectives - The International Association for Feminist Economics (IAFFE) 2006 Allied Social Science Meeting

Where: Boston, Massachusetts – When: January 6-8, 2006

Visit <http://www.iaffe.org/conferences/details.phtml?id=2> for more conference details.

The Society for Social Work and Research Tenth Annual Conference

Theme: "Meeting the Challenge: Research in and with Diverse Communities"

Where: San Antonio, TX – When: January 12 - 15, 2006

Click here for more information: <http://www.sswr.org/conferences.php>

Human Capital Metrics: Beyond Benchmarking: How To Create Shareholder Value Through Human Capital Investment

Where: New York, NY – When: February 14-15, 2006

Click here for more information: <http://www.conference-board.org/conferences/conference.cfm?id=1008>

The 2006 Leadership Conference on Global Corporate Citizenship

Theme: "Charting a Course for 2010 and Beyond"

Where: New York, NY – When: February 16-17, 2006

Click here for more information: <http://www.conference-board.org/conferences/conference.cfm?id=1038>

Twelfth Annual National College and University Work/Family Association (CUWFA) Conference

Theme: "Work/Life Roundup: Taking Stock of Best Practices for Future Growth and Support."

Where: Austin, TX – When: February 26-March 1, 2006

Click here for more information: <http://www.cuwfa.org/2006conference/index.php>

Alliance for Work-Life Progress Tenth Annual Conference and Exhibition

Where: Austin, TX – When: March 1-3, 2006

For further information please visit: http://www.awlp.org/Austin2006/generic/html/conf06_frame.html

American Psychological Association: Sixth Annual Conference on Occupational Stress and Health
Theme: "Work, Stress, and Health 2006: Making a Difference in the Workplace."
Where: Miami, FL – When: March 2-4, 2006

For further information please visit: <http://www.apa.org/pi/work/wsh2006.html>

Families and Work Research Conference, Family Studies Center, School of Family Life at Brigham Young University

Where: Provo, UT – When: March 20-22, 2006

For further information please visit: <http://ce.byu.edu/cw/familywork/>

Family Support America 25th Anniversary Conference

Where: Chicago, IL – When: March 26-29, 2006.

For more information, click here: <http://www.familysupportamerica.org>.

The 4th Annual Great Place to Work Conference

Where: Boston, MA – When: April 5-7, 2006

Click here for more information: <http://www.greatplacetowork-conference.com/index.php>

Purdue University WorkLife Programs' Second Annual WorkLife/Wellness/EAP Symposium

Theme: "Keys to a Productive Workforce – Unlocking the Potential of Your Employees"

Where: West Lafayette, IN – When: May 4-5, 2006.

Click here for more information: www.purdue.edu/worklife

WorldAtWork Total Rewards Conference and Exhibition

Where: Anaheim, CA – When: May 7-10, 2006

Click here for more information: http://www.worldatwork.org/anaheim2006/generic/html/conf2006_frame.html

Conference Board/Families and Work Institute 2006 Work/Life Conference

Theme: "Global Economic Solutions: Framing Work Life's Contribution"

Where: New York, NY – When: June 13-14, 2006

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Conference Board: 2006 Annual Diversity Conferences

Theme: "Global Vision: Local Action = Inclusive Solutions for Diverse Workplaces"

Where: Chicago, IL – When: June 15-16, 2006

Click here for more information: <http://www.conference-board.org/conferences/conference.cfm?id=1100>

 **Global Perspectives - International Sociological Association World Congress of Sociology**

Theme: "The Quality of Social Existence in a Globalising World"

Where: Durban, South Africa – When: July 23-29, 2006

Click here for more information: <http://www.ucm.es/info/isa/congress2006/>

Literature Updates

Each month, we select up to ten publications from those that have recently been entered into the database.

The Sloan Work and Family Research Network maintains an online database which contains the citations and annotations of work-family research publications.

A year ago, there were approximately 6,240 citations in the Literature Database. As of December 2005, we now have over 6,900 citations.


[Click here](#) for a direct link to the Sloan Literature Update articles in the Literature Database.

To Bookmark a direct link to the Literature Database, please [click here](#).

This month, seven of the publications we have selected for this issue of *The Network News* are publications relevant to the topic of human capital.

 **Global Perspectives - Black, S.E. & Lynch, L.M. (2004). What's driving the new economy?: The benefits of workplace innovation. *The Economic Journal*, 114(493), F97-F116.**

This paper argues that the increase in labor and manufacturing productivity in the United States from 1993-1996 is due not only to an increase in computer usage, but more significantly because of changes in workplace organization, including re-engineering, teams, incentive pay and employee involvement in decision making. The authors constructed a panel of 766 workplaces after two rounds of interviews by the EQW National Employers Survey and found that workplace innovation is positively related to production, particularly when employees are unionized. Productivity benefits are also strongly associated with joint decision making and problem solving between managers and employees. Differences between American and British workplaces are examined.

 **Global Perspectives - Bosma, N., Van Praag, M., Thurik, R. & De Wit, G. (2004). The value of human and social capital investments for the business performance of start-ups. *Small Business Economics*, 23(4), 227-236.**


The authors investigate general, industry-specific and entrepreneurship-specific investments in human and social capital to determine the effects of this type of investment on entrepreneurial performance. This study is based on data from 1,000 Dutch new business founders. Findings demonstrate that investments in human and social capital improve start-ups' survival, profits and generated employment. Specific human and social capital variables as well as recommendations for future research are discussed.

Dimov, D.P. & Shepherd, D.A. (2005). Human capital theory and venture capital firms: Exploring "home runs" and "strike outs." *Journal of Business Venturing*, 20, 1-21.

This paper studies the relationship between the education and experience levels of management teams of venture capital firms and the firms' performance levels. Findings show that general human capital (i.e. education in humanities or science along with entrepreneurial experience) had a positive association with the proportion of portfolio companies going public, specific human capital (i.e. education at a masters' level in business or law along with industry experience in law, finance or consulting) did not. However, specific human capital was negatively associated with the proportion of companies declaring bankruptcy.

Kor, Y. & Leblebici, H. (2005). How do interdependencies among human-capital deployment, development, and diversification strategies affect firms' financial performance? *Strategic Management Journal*, 26(10), 967-985.

This article examines 105 large U.S. law firms and tests the authors' theory of how firms can leverage human capital while managing geographical diversification strategies as well as lateral hiring. Findings suggest that all three strategies offer economic benefits to firms, but when pursued simultaneously, they negatively affect profitability. The authors emphasize the importance of understanding interdependencies among human-capital deployment and diversification strategies and managing these strategies properly to obtain superior financial returns.

 **Global Perspectives - Rauch, A., Frese, M. & Utsch, A. (2005). Effects of human capital and long-term human resources and development and utilization of employment growth of small-scale businesses: A causal analysis. *Entrepreneurship Theory and Practice*, 29(6), 681-698.**

This study looks at human capital of business employees, human capital of employees, and human resource development to see how these variables affect employment growth of small-scale businesses. Longitudinal data from 119 German business owners support the hypothesis that these variables positively affect growth. Findings suggest that the attention paid to personnel issues returns positive results for small business owners and professionals.

 **Global Perspectives - Rubery, J., Ward, K., Grimshaw, D., & Beynon, H. (2005). Working time, industrial relations and the employment relationship. *Time & Society*, 14(1), 89-111.**

The study explores the changing working time model in the UK and the impact this has on the employment relationship. The authors argue that 'time' and its meaning are core to the standard employment relationship and that the traditional model of working time in the UK has provided temporal boundaries for 'public' or working time and 'private' or personal time. The paper compares three modes of working time of today's industrialized economies: the 'employer-led' model, the 'European industrial relations' model, and the

'traditional UK industrial relations' model. Qualitative data from six UK organizations for case studies are drawn upon to examine how working time is currently organized. The findings reveal that there is a process of transition from the traditional UK model towards an employer-led working time model, where there is a gradual removal or erosion of temporal boundaries between public and private time across the six organizations. The authors posit that while there are clear intrusions into private and family life as a result of increasing employer flexibility demand and that the employer-led model is increasingly at odds with the needs of advanced societies of dual earner households, employers are unlikely to implement voluntary change without the re-regulation of working time system in the UK. The authors assert that re-regulation is essential for rebalancing power relations with employment relationship, for providing compatibility between the demands of work and personal and family life, and above all, for societal sustainability. Annotated by Uracha Chatrakul Na Ayudhya, Doctoral Researcher, Manchester Metropolitan University, United Kingdom.


Subramaniam, M. & Youndt, M.A. (2005). The influence of intellectual capital on the types of innovative capabilities. *Academy of Management Journal*, 48(3), 450-463.

This article examines the link between organizational knowledge and the specific types of innovative capabilities possessed by organizations. The authors studied 93 organizations and measured the influence that human, organizational and social capital has on incremental innovative capabilities and radical innovative capabilities. Findings reveal that all forms of capital, alone and in tandem with one another, exert positive influences on both types of innovation, with the exception of human capital alone, which on its own negatively influenced radical innovation. The article concludes with possibilities for future research.

The following list is a selection of some of our most recent additions to the Literature Database.

Hopkins, W.E., Hopkins, S.A. & Gross, M.A. (2005). Cultural diversity recomposition and effectiveness in monoculture work groups. *Journal of Organizational Behavior*, 26(8), 949-964.

This article examines different types of cultural diversity recomposition that can transpire in monoculture work groups and the impact this can have on workplace effectiveness. The authors define different types of diversity and propose various interactions different groups may have in the workplace. Findings reveal that monoculture work groups are becoming less common, particularly in the United States, and the authors suggest that deductions made from studying this specific context of cultural diversity recomposition will further the understanding of its impact on the effectiveness of groups in general. Implications for practice and research are discussed.

 **Global Perspectives - Kudielka, B.M., Hanebuth, D., Von Kanak, R., Gander, M.L., Grande, G. & Fischer, J.E. (2005). Health-related quality of life measured by the SF12 in working populations: Associations with psychosocial work characteristics. *Journal of Occupational Health Psychology*, 10(4), 429-440.**

This study explores the effect of marital status on women's satisfaction with their retirement. The authors submitted questionnaires to 331 retired women between the ages of 50 and 83, and asked subjects to report on their retirement satisfaction, psychological well-being and perceived health status. Results showed retirement satisfaction and perceived health to be affected by marital status, with married and remarried women reporting the highest levels of satisfaction and health. Results for psychological well-being did not vary significantly between marital groups.

 **Global Perspectives - McElwain, A.K., Korabik, K. & Rosin, H.M. (2005). An examination of gender differences in work-family conflict. *Canadian Journal of Behavioural Science*, 37(4), 283-298.**

This study developed and tested a model of work-family conflict to assess mean gender differences and gender differences in the links between variables. The authors investigated data from 320 Canadian full-time professional workers, and findings show gender differences in the interaction between family demands and family interferences for work. Results for family interference with work and job satisfaction and family satisfaction with life satisfaction were equal for men and women surveyed. The authors conclude that redistribution of roles within work and family is not changing at the fast pace in which the workforce is transforming.

Upcoming Issues

Take Part in The Network News

Upcoming issues of *The Network News* will focus on the following topics:

- Frameworks and Strategies for Managing Global Diversity
- Best Practices at Gillette: The Business Case for Diversity and Inclusion

- A Working Families' Agenda for America

Is your work related to any of these topics? If so, please [contact us](#).

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