

JUMP

Promoting gender equality, advancing the economy

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EMPOWERING PARENTS & ORGANISATIONS TO THRIVE TOGETHER: Managing parenthood & careers successfully

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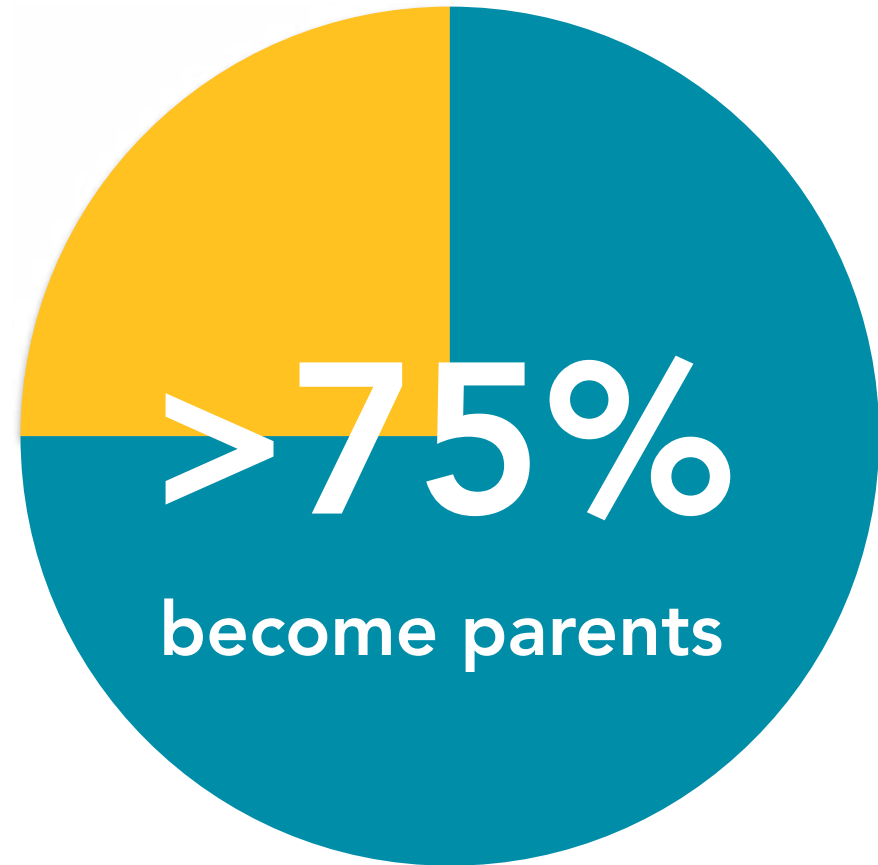
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HOW MANY CHANGE INITIATIVES FAIL?

Up to **70%**

DID YOU KNOW?

46% of
families both
parents work



DID YOU KNOW?

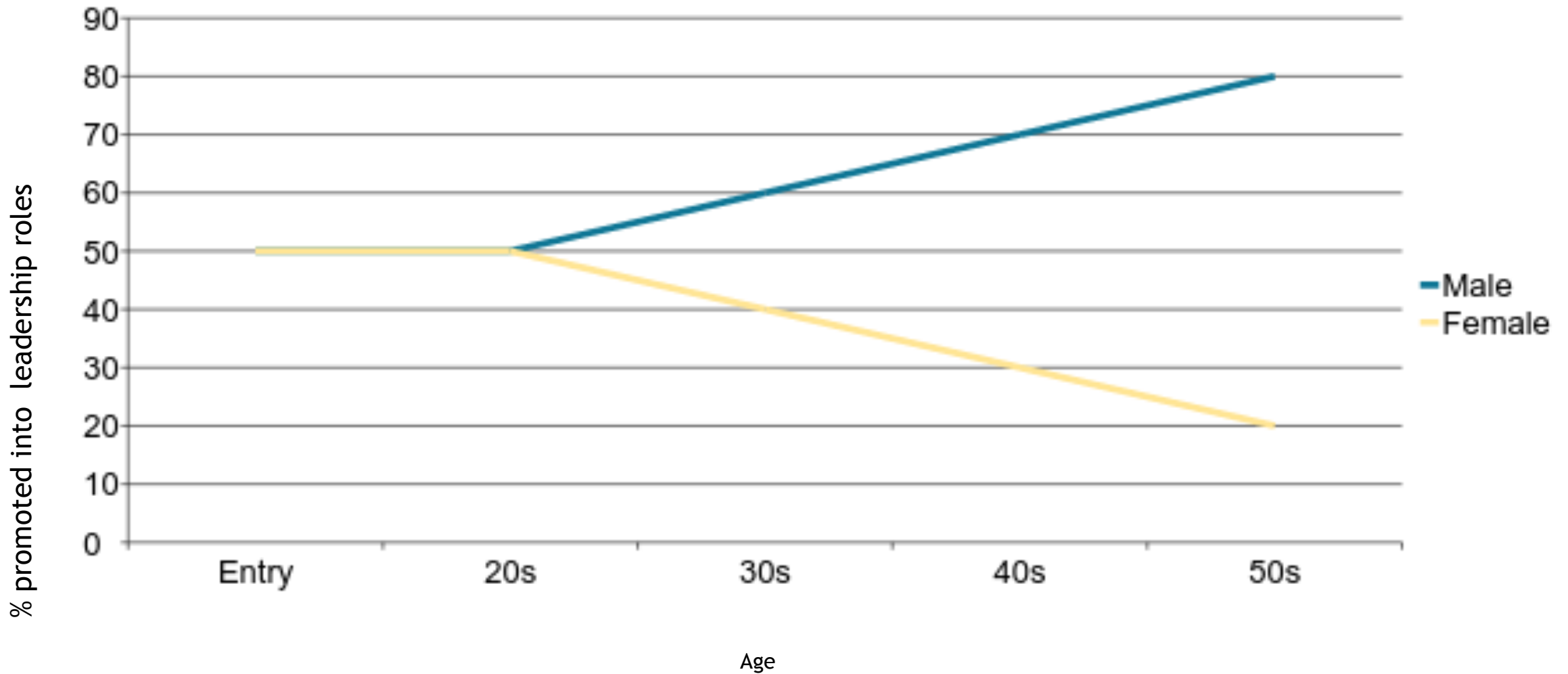


31

28-35
years old



THE FACTS TODAY



“Fatherhood Penalty”

Fathers complain about the need to come off the fast train and onto the slow train for a better work-life fit.





**Line managers not
equipped to
implement policies
and feel greater stress**

WORKSHOP AGENDA

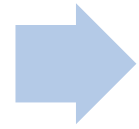
- Change Management Model
- Levers of Influence
- Case Studies: Employers + Parents
- Practical Exercise
- Wrap Up

PHASES OF CHANGE

MOBILISE

Make the Case for the Change Initiative

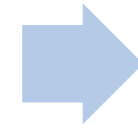
Build the Organizational Capacity for Change



MOVE

Build Momentum for Change Initiative

Preserve and Continue to Build Organizational Capacity for Change



SUSTAIN

Institutionalize Change Initiative

EMPLOYERS	LEVER TYPE	PARENTS
<ul style="list-style-type: none"> GET CEO'S PUBLIC SUPPORT GET CONSULTANT'S SUPPORT WALK THE TALK 	<p>CREDIBILITY</p>	<ul style="list-style-type: none"> HIRE A COACH GET A MENTOR WALK THE TALK
<ul style="list-style-type: none"> ISSUE EMAIL NOTICES HOLD TOWN HALL MEETINGS CONDUCT PRIVATE INTERVIEWS 	<p>COMMUNICATION</p>	<ul style="list-style-type: none"> HOLD DISCUSSIONS WITH TEAM NEGOTIATE COURAGEOUS CONVERSATIONS
<ul style="list-style-type: none"> INTERNAL SKILL-BUILDING EXTERNAL SKILL BUILDING CONDUCT PILOT PROJECT 	<p>TRAINING</p>	<ul style="list-style-type: none"> INTERNAL SKILL-BUILDING EXTERNAL SKILL BUILDING EXPERIMENT
<ul style="list-style-type: none"> RESTRUCTURE ORGANISATION REVISE REWARD SYSTEM ANNOUNCE GOALS & DEADLINES 	<p>STRUCTURAL</p>	<ul style="list-style-type: none"> STRUCTURAL SUPPORT ANNOUNCE GOALS & DEADLINES CLARIFY COSTS AND BENEFITS
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PACE OF CHANGE [URGENCY]

DIRECTIVE

- Urgency or crisis
- High dissatisfaction
- Low resistance
- High level of support
- Change agent has relevant information
- Changes are clear

PERSUASION

- Not a crisis
- High need for commitment to engage in change
- Change is not clear
- Change is complex
- Change agent needs support of key constituents

CHANGE IN LOW URGENCY SITUATIONS: Gradual Build to Institutionalization

<p>Highly Disruptive Levers</p>			<ul style="list-style-type: none"> • Confront Resister • Goals and Deadlines • Revise Reward System • Restructure Firm
<p>Moderately Disruptive Levers</p>		<ul style="list-style-type: none"> • Internal Skill-Building • External Skill-Building • Pilot Projects • Recognize Adopters • Values Clarification 	<ul style="list-style-type: none"> • Internal Skill-Building • External Skill-Building • Pilot Projects • Recognize Adopters • Values Clarification
<p>Minimally Disruptive Levers</p>	<ul style="list-style-type: none"> • Conduct Interviews • Post Progress Reports • Issue E-mail • Tell Success Story • Build Coalition of Support • Hold Town Hall Meetings 	<ul style="list-style-type: none"> • Conduct Interviews • Post Progress Reports • Issue E-mail • Tell Success Story • Coalition of Support • Town Hall Meetings 	<ul style="list-style-type: none"> • Conduct Interviews • Post Progress Reports • Issue E-mail
	<p>Mobilize Phase</p>	<p>Movement Phase</p>	<p>Sustain Phase</p>

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EMPLOYER CASE STUDY 1

CHANGE IN LOW URGENCY SITUATIONS

- Mobilize phase
- Gradual build to institutionalization
- Credibility - CEO not 100% dedicated but agreed it's important and supported decision to setup Diversity Board
- KPIs in place announced internally to create momentum and competition between business lines
- Board & Family Name owner communicated KPIs in town hall & podcast

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EMPLOYER CASE STUDY 2

CHANGE IN HIGH URGENCY SITUATIONS

- Movement phase
- Accelerated build to institutionalization
- Credibility - CEO and leadership team fully endorse; walking the talk is work in progress...
- Organizational values clarified
- Programme designed and piloted, ready for global roll out

CHANGE IN HIGH URGENCY SITUATIONS: Accelerated Build to Institutionalization

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PARENT CASE STUDY 1

Mum with new baby - "I can't race after my career at this moment, how do I overcome this?"

Level of urgency: HIGH

Level of confidence: LOW

Which levers should she use in the mobilize, movement and sustain phases?

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PARENT CASE STUDY 2

New Father - "I feel like I'm failing at both - failing in my quest for career advancement as I don't want to work the hours of my seniors; and failing at being the Father I want to be at home?"

Level of urgency: LOW

Level of confidence: MEDIUM

Which levers should he use in the mobilize, movement and sustain phases?

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NOW IT'S YOUR TURN

Step 1: In triads, share and discuss on one or more of the following scenarios you are experiencing:

- Current change initiative which is facing challenges
- Change initiative success
- Change initiative to be launched
- Parenthood & career example: challenge OR success


STEP 2: Reflect on the level of credibility and urgency, and the levers of influence applicable

CREDIBILITY AND DISRUPTIVENESS

CREDIBILITY REQUIRED

10			
9			Restructure organization
8		Clarify organizational values	Revise reward system
7	Hold town hall meetings	Recognize an adopter	Announce goals & deadlines
6	Build coalition of support	Provide external skill building Conduct pilot project	
5	Issue email notice	Provide internal skill building	Privately confront resister
4	Post progress reports		
3	Conduct private interviews		
2	Get CEO's support Walk the Talk		
1	Get consultant's support		
	LOW	MODERATE	HIGH

DISRUPTIVENESS

A woman with curly hair and glasses is shown in profile, looking upwards and to the right with a thoughtful expression, her hand resting on her chin. Above her head, several lightbulbs are hanging from the ceiling. One lightbulb in the center is illuminated with a warm yellow glow, while the others are unlit and shown as simple line drawings. The background is a textured, light-colored wall.

Companies looking to accompany their employees during the transition to parenthood need to take a holistic view - it's not just about policy and procedure, it's about effectively managing the transition out and back to work, for ALL those impacted.

Key Messages

Parents

- Step back & define your vision and values
- Redefine boundaries
- Increase visibility & networking
- Be a change agent

Organisations

- Have a clear purpose & vision for the change initiative
- CEO and Leadership Team walk the talk
- Pay attention to the transition in and out NOT just the break
- Equip your managers

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Thank you for your attention

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