

Part-Time Work for Work-Life Balance

Seven in 10 part-time workers above the age of 25 are working part-time by choice. Nearly 40 percent of those people report they're working part-time for work-life-balance.

Workers. Top companies empower workers. A dissertation study by ASTD member Sylvester Fadal found that among *Fortune* 500 HR and operations professionals who responded to his survey,

- 98 percent see training and development as a key empowerment tool
- 98 percent see the effect of t&d on profit
- 94 percent consider t&d a business optimization technique.

Ninety-six percent of respondents also indicated they grant employees decision-making authority at functional levels, and view it as a key empowerment tool and business optimization technique. All respondents reported they see the effect of granting employees decision-making authority on profit.

Stuart Levine, author of *The Six Fundamentals of Success: The Rules for Getting It Right for Yourself and Your Organization*, says that the only way to succeed in the "lean and mean future... is to get back to the basics." He offers these worker strategies:


- Make sure that your daily work includes something strategic to add value.
- Communicate up and down, inside and out of the organization.
- Know how to deliver results (know what you need to achieve and how to do it effectively).
- Conduct yourself and your work with integrity.
- Invest in relationships.

Leaders. The saying that "people leave people" is true, says a trends report from Innovative Employee Solutions, a company specializing in outsourced HR administration services. Thus, for companies concerned about employee satisfaction and retention (important considerations these days as the economy recovers and "cocooned" employees consider leaving their jobs), the quality of leadership is key.

Top tips from Joanne Sujansky, author of *The Keys to Mastering Leadership*:

- Communicate short- and long-term goals to help employees see the big picture.
- Give frequent, concise feedback to your staff.
- Give out at least three compliments a day.
- Coach or mentor someone who has potential.
- Implement two morale-boosting practices such as

pizza Friday, compliments-only day, and so forth.

 **Intelligence (March T+D)** for more on leadership.


Organizations. The Hay Group has helped companies design jobs and organizational structure for 60 years. It offers these critical principles for performance improvement.

- Focus on value. Business strategy should drive an organization's structure and then translate to job accountabilities throughout the company.
- Clarify interdependencies to avoid redundancy or gaps in accountability between jobs.
- Ensure that roles are doable. Jobs should have an appropriate number of accountabilities and be aligned with people's skills.
- Provide freedom to act. Well-designed jobs give workers decision-making

authority commensurate with accountabilities.

- Define shared accountabilities clearly, and put procedures in place to resolve disputes quickly and decisively.
- Hold teams accountable.

All of the above principles apply to teams as well as individuals.

 **More/ www.haygroup.com/library/working_papers/Designing_the_Accountable_Organization.asp**

Ethics Update

Are you looking for a way to keep on top of the latest corporate scandals? Do you want to help fight corporate crime but don't know what to do? Check out the Citizen Works Website and its weekly newsletter *Corporate Reform Weekly*. The Website offers articles, resources, and tools to help



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Illustration by Dave Flaherty