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Agenda

- What is Leave?
- Why focus on Leave?
- Context and demographic shifts
- What makes a good leave policy?
 - (& why it's limited no matter what)
- Moving beyond policy to practice
 - Ten Touchpoints Framework
- Q&A

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What is "Leave?"



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A Shifted Narrative

Leave is not:

- A black hole in a person's life and career
- Only for mom's having babies
- A vacation
- Just for people who work in big companies
- Simply a policy benefit



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A Shifted Narrative: Our Definition

Leave is:

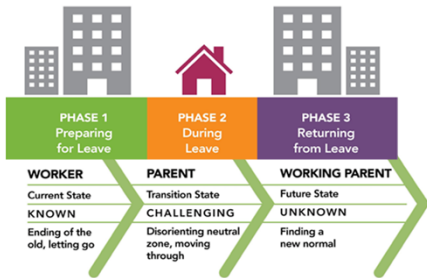
A 3-phase internal and external transition - for all stakeholders - that happens over time and is vital to personal and professional development.



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3-Phase Parental Leave Transition



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Transition vs Change

Transition takes place over time at home and at work.

Change is:

- External
- Situational
- Event-based
- Defined by Outcome
- Can Occur Quickly

Transition is:

- Internal
- Psychological
- Experienced-based
- Defined by Process
- Always take Time



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Transition vs Change

“Transition is not just a nice way to say change. It is the inner process through which people come to terms with a change, as they let go of the way things used to be and reorient themselves to the way that things are now.”

-William Bridges



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A Shifted Narrative

Leave is also: A vital time *in*.

When done well it becomes a *Stay* rather than a *Leave*.



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Why focus on Leave?
(Case Making)



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Because our current culture around leave is **traumatizing for everyone.**

(Which means you have a real opportunity.)



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Context and Demographic Shifts
(More Case Making)



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Opportunity 1: Attraction, Recruitment, Retention

- 77% said the amount of parental leave offered by an employer could influence their decision when choosing one employer over another. And 50% would choose more parental leave time over higher pay. - Deloitte Parental Leave Survey (2016)
- Women who take leave are 93% more likely to be in the workforce 9 to 12 months after a child's birth than women who take no leave. And paid leave makes it more likely that women will return to work for the same employer. - Boston
- 89% of professional fathers report that the availability of paid paternity leave is an important consideration in seeking a new job if they plan to have another child. - Family Matters (2014)
- 75% of respondents agree that they are more likely to remain with their employer because of the leave policy. - Boston College Center for Work & Family Studies (2016)
- 33% (1/3) of men change jobs when they become caregivers. - Harvard Business Review (2011)

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Opportunity 2: Performance, Productivity, and Morale

- 80% of companies saw increased employee morale after implementing paid family leave. - Ernst & Young (2016)
- Performance increased 5% after implementation of paid parental leave. - Beech et al. (2022)
- Three years after implementation in NY, 70% of small business owners still support paid leave. - Bartel et al. (2021)
- Companies with parental leave are 35% more likely to have above average labor productivity. - Grey (2002)
- 91% of employers reported positive (or neutral) profitability gains after implementation of California's paid family leave. - Appelbaum & Milkman (2021)

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Opportunity 3: Health & Wellness for the whole family

- 80% of maternal deaths and 600 infant deaths per year are preventable!
- 1 in 7 moms and 1 in 10 dads experience postpartum depression. - Postpartum Support International (2022)
- 7% earnings increase for moms for each month a father takes leave. - Institute for Labour Market Transition (2019)
- 63% of dads say they spend too little time with their children. - Few Research Center (2017)
- Moms with 12+ weeks of leave are 20% more likely to initiate breastfeeding and 2X more likely to be breastfeeding at 6 months. - Mikovic et al. (2014)

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Opportunity 4: Risk Mitigation

Being awake 17 hours is similar to having a BAC of .05%.

- NIOSH (2020)

Getting less than 6 hours of sleep per night increases likelihood of mental distress by 2.6X.

- Blockwelder et al. (2021)

\$5 million dollar settlement paid by Chase in parental leave discrimination case.



- EBCC (2017)

Employees who experience family-specific support from supervisors: experience better sleep, less cognitive failure at work, and increased safety behaviors.

- Brossoff et al. (2019); Kozsek et al. (2017)

Gender Discrimination: Goldman Sachs to pay \$215 million to settle long-running class-action lawsuit alleging widespread bias against women in both pay and promotions.

- Every News Media (2023)

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Opportunity 5: Meet Diversity, Equity, Inclusion, Belonging Goals

Including:

- gender and gender identity
- race and ethnicity
- disability and neurodiversity
- LGBTQ+
- pay
- role & level
- economic background

More and visible use of parental leave by men - especially in leadership roles leads to greater gender equity.

-Beacom, et al, 2021

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Caregiving is Changing

What percentage of your employee base are caregivers?

What percentage of them have had babies in the last 6 months?

What percentage of them are caring for the elderly?

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Caregiving is Changing

What percentage of your employee base are caregivers?
In general, **73% of your employees currently have daily caregiving responsibilities.** (Harvard Business Review, Fuller, 2019)

What percentage of them have had babies in the last 6 months?
On average **3-5% are having children in the next 6 months.** (Census Data)

What percentage of them are caring for the elderly?
In any given year, **4 million people caring for an elderly parent or relative.** (Census Data)



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The U.S. is still the ONLY industrialized nation without a federal paid leave policy.



(& one of only ~6 countries TOTAL!)

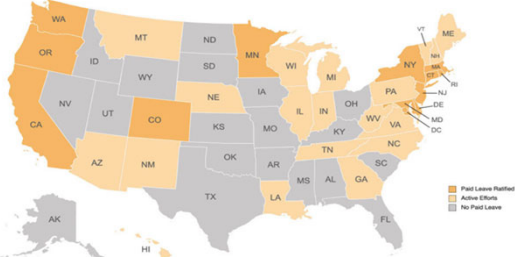
- **Top line:** Sweden at 68.7 weeks paid for moms; 18 weeks for dads
- **Bottom line:** United States at ZERO WEEKS
- Dads particularly ignored.



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Paid family leave is happening in the U.S.



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#1 Question:

**How much leave do I get?
(And is it paid or unpaid?)**



(Message: My employer doesn't care about me and is trying to torture me.)

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#2 Question:

Why is this so mind-bogglingly difficult?

(Message: My employer doesn't care about me and is trying to torture me.)



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Answer:

Make Policy Clear (& Obvious to Find)




Make Process Easy (& Standardized & Human)

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Everyone is Overwhelmed

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What makes a good policy?

- Gender neutral
- Minimum 12 weeks
- 100% pay
- Flexible, yet clearly defined process
- Runs concurrently with other leave benefits
- Separate from PTO, sick leave, vacation etc.
- Designed for humans (is kind)
- No negative impacts on ancillary elements



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Moving beyond policy to practice



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The Future

Paid leave policy is a start, but it's clear that our issues won't be fixed with a paid leave policy alone.



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The Future

Practice must build on policy for this culture transformation to succeed.

Policy is a start. Yet, policy without effective practice is wasted paper.

Policy + Practice = **Transformation.**



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Q) What do I mean by "practice?"

A) How we engage and interact around leave.



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#3 Question:

**Why isn't my manager leading this?
They just handed me off to HR.**

(Message: My employer doesn't care about me and is trying to torture me.)



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#3 Answer:

**Train managers and HR
in policy and practice.**

**(Bonus tip: create as an aligned language and
process for parents and team too!)**



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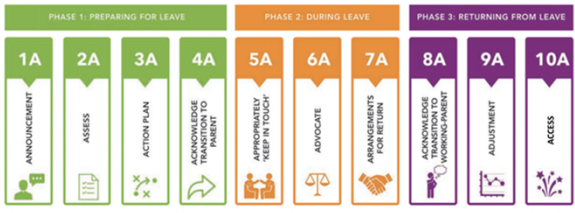
Use Practice to Ladder up the Employee Experience



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THE 10A TRANSITION TOUCHPOINTS FRAMEWORK™





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Planning Assures:

- Alignment
- Communication
- Empowerment
- Preparedness for the unexpected
- Work-life integration






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PHASE 1: Preparing for Leave

- 1 ANNOUNCEMENT
- 2 ASSESS
- 3 ACTION PLAN
- 4 ACKNOWLEDGE transition to parent






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1 ANNOUNCEMENT

When your direct report announces they are going to become a parent, there are **lots of ways to respond...**


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1ANNOUNCEMENT

"Congratulations" is the best response. It sets the tone for you and your direct report to work as a team and successfully manage their transition to parenthood.








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2ASSESS

Your employee's ability to navigate the transition successfully depends on their ability to self-assess their **strengths and limitations** in transition.








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2ASSESS


Encourage employees to take the time to assess their assets and liabilities using our **6S System™**

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2ASSESS
Your **6S** System for Transition Success™



1 SITUATION **2 SELF** **3 SUPPORTS**

4 STRATEGIES **5 SABOTAGES** **6 SUGGESTIONS**


 



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3ACTION PLAN

- Shared planning conversation
- Reference document



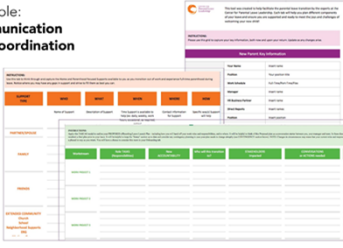
 



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3ACTION PLAN

Your role:
communication and coordination



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Action Plans from the Employee:

Considerations for
Successful Readjustment (TASCAS)

1 What Tasks (or responsibilities) are you reclaiming immediately and which are you phasing in?

2 Who are you reclaiming your tasks from (ie, who on your "cover team" holds new Accountability)? And How?

3 Who on your team should you touch base with around re-entry and for what purpose?

4 What Impacted Stakeholders need consideration?

5 What Conversations or Actions are needed to facilitate re-entry? (with your manager, colleagues, clients, etc.)

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4ACKNOWLEDGE
the transition to parent

A **new phase** in your employee's life that will impact them at work and at home.

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PHASE 2: During Leave

5 APPROPRIATELY keep in touch

6 ADVOCATE

7 ARRANGEMENTS for return

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5APPROPRIATELY

keep in touch

Refer to their leave action plan to guide communication and ensure you keep in touch appropriately while managing their cover team with **enthusiasm**.



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6ADVOCATE

Stay aware of **how the new parent is considered** and discussed among colleagues and clients.



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7ARRANGEMENTS for return

Ensuring that your new parent has a smooth re-entry into working parenthood requires a bit of **legwork and flexibility**, but it's worth the effort.



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PHASE 3: Returning from Leave

8ACKNOWLEDGE
transition to working parent

9ADJUSTMENT

10ACCESS
ongoing career development



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8ACKNOWLEDGE the transition to working parent

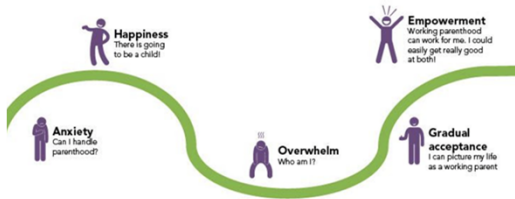
How the new parent experiences their transition to working parent will **impact their work and life** for years to come.



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9ADJUSTMENT Emotional journey to becoming a parent





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9AADJUSTMENT support - initial and ongoing

Every working parent experiences adjustment differently

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10AACCESS ongoing Career Development



- I Schedule regular meetings with your supervisor to ensure your career aspirations are not overlooked or sabotaged. Discuss your short, mid, and long-range goals.
- I Find a working parent mentor.
- I Stay flexible in the face of new information; use this opportunity to redefine your course if need be.






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THE 10A TRANSITION TOUCHPOINTS FRAMEWORK™

PHASE 1: PREPARING FOR LEAVE				PHASE 2: DURING LEAVE			PHASE 3: RETURNING FROM LEAVE		
1A	2A	3A	4A	5A	6A	7A	8A	9A	10A
ANNOUNCEMENT	ASSESS	ACTION PLAN	ACKNOWLEDGE TRANSITION TO PARENT	APPROPRIATELY "KEEP IN TOUCH"	ADVOCATE	ARRANGEMENTS FOR RETURN	ACKNOWLEDGE WORKING PARENT	ADJUSTMENT	ACCESS






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The benefits will extend to every individual affected by leave.


Benefits for Managers: <ul style="list-style-type: none"> • Clear roadmap & tools for managing leave • Improved team productivity • Better working relationships • Improved team communication 	Benefits for Employers: <ul style="list-style-type: none"> • Improved retention • Improved productivity • Improved engagement • Reduced health care costs 	Benefits for Employees: <ul style="list-style-type: none"> • Increased support • Feeling of being valued • Improved health & wellbeing • Tools & resources to manage challenges
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Again, Policy Alone is Not Enough



Add Supportive Practices that:

- Enable & encourage people to take their leave
- Foster a leave-friendly culture
- Facilitate a smooth transition to/from leave for employees, managers, and teams
- Recognize that leave extends beyond the time a person is away from work - to include the time preparing for and returning from leave



 

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**It's not rocket science.
But it is science.**

Doing these things will ensure you are able to move beyond the limits of policy to ensure you are doing everything needed in practice.





 

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Thank you!

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Q&A



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