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Lesson 3

Topic 2: Work-Life Balance

Pre-Class Homework 3-1: Preparation

Employment Conditions Survey

Pre-Class Homework 3-2: Preparation

Discussion Questions on Work-Life Balance

Pre-Class Homework 3-3: Reading

Work-Life Balance Cultures

Before the Joint Session

Joint Session

- A) Set-Up
- B) Employment Conditions: What's Important?
- C) Work-Life Balance
- D) Wrap-Up

After the Joint Session

Post-Class Homework 3-4: BBS

Topic 2 Reflection

Pre-Class Homework 3-1: Preparation Employment Conditions Survey

What's important?

Choose the 5 most important conditions for you in the "Employment Conditions" Table below.

| Q No. | Employment Conditions | Personal Top 5 |
|-------|--|----------------|
| 1 | Job security (lifetime employment, etc.) | |
| 2 | Job safety (safety at work) | |
| 3 | Promotion opportunities | |
| 4 | High salary | |
| 5 | Long holidays (more than 2 weeks) | |
| 6 | Networking opportunities | |
| 7 | Flextime (start/leave early/late) | |
| 8 | Paid overtime (fixed hourly rather than included in annual pay) | |
| 9 | Performance-related pay (target bonus incentives) | |
| 10 | A fair boss | |
| 11 | Parent-friendly policies (crèche [day nursery], work hours, maternity/paternity leave) | |
| 12 | Training opportunities (learn new skills related to work) | |
| 13 | Worthwhile work (society benefits from the work) | |
| 14 | Stimulating work (personal interest) | |
| 15 | Status & respect (personal position) | |
| 16 | Reputation of the company | |
| 17 | International projects (international travel) | |
| 18 | Socializing with colleagues (social evenings, work holidays) | |
| 19 | Attractive office/building | |
| 20 | Corporate social responsibility (CSR) | |
| 21 | Location or transfer possibility (geographic mobility) | |
| 22 | Telecommuting (Working from home as well as the office) | |
| 23 | Reputation of products (quality/performance), environmentally friendly) | |
| 24 | Corporate pension | |
| 25 | Casual dress code | |
| 26 | Multicultural team (working with people from different countries) | |

Pre-Class Homework 3-2: Preparation Discussion Questions on Work-Life Balance

Answer the following questions on work-life balance. Give specific reasons why you think so. Bring your answers to the Joint Class.

- ① What is the minimum wage per hour for part-time workers? For instance, how much can you earn per hour by working part-time at a McDonald's restaurant?
- ② What is the average monthly salary for new university graduates?
- ③ What are the common working hours per day and per week?
- ④ What time of the year do workers usually take their vacation?
- ⑤ Are there companies which offer sabbaticals? If yes, what kind? Cite one or two corporations and explain their system.
- ⑥ Do workers usually have to work unpaid overtime?
- ⑦ Generally speaking, do you think working conditions are favorable for both male and female workers? If so, explain with some examples.
- ⑧ What kind of support do you think working fathers and mothers need? (e.g., maternity leave, paternity leave, day care center)
- ⑨ Are there any unique phrases or expressions to describe working fathers or mothers? (e.g., 'family service' in Japan)
- ⑩ Do you often hear about work-related illnesses? (e.g., heart attacks) What steps should be taken to prevent these problems?

Pre-Class Homework 3-3: Reading Work-Life Balance Cultures

Work-Life Balance Cultures

The dynamics between the culture of the family and the culture of the organization determine the way life and work are integrated and/or separated. Managers who are not able to integrate or balance 'what they do at work' with 'who they are in life' tend to experience stress. The most successful leaders tend to perceive 'who they are' and 'what they do' as one and the same thing. Here are a number of approaches to reconciling this important work-life dilemma.

In cultures with a strong work ethic, it is not unusual to hear of work-related heart attacks and suicides. On the other hand, in these cultures colleagues can be a good source for objective advice about private problems at home.

Some work cultures allow employees 6 months to 2 years on sabbatical. This is time away for research or reflection related to work. Employees return to their original position at the end of this period.

Other work cultures allow for long paid vacations of 2-4 weeks where employees do no work at all. People can relax with friends or family, in order to increase their functioning at work on return.

In busy work cultures, some people schedule 'quality time' with friends and family. This is the time to 'switch off' from work distractions in order to make sure important relationships are maintained.

Some work cultures integrate different quality of time into their work. Enjoying 'simple pleasures' with colleagues can help people remember what is important to them. People try to make sure their *raison d'être* (core values) is not lost at work.

At Google people have the freedom to work one day a week on private matters whilst being paid for it. The Google culture believes the best ideas come from those days.

Adapted from Fons Trompenaars and Peter Woolliams "Rising from the Credit Crunch: A New Model for Future"
Sustainability Adaptive Options Volume 4, Issue 1, Spring, 2009
www.thtconsulting.com/download/ServantLeadership_FT_PW.pdf

Lesson 3 [Joint Class]

Topic 2: Work-Life Balance

LEARNING POINTS:

1. Understanding the concept of work-life balance
2. Raising awareness of differences/similarities in preferences for employment conditions between two countries

Before the Joint Session

Share the results of Pre-Class Homework 3-1 in class. Find out the five most popular employment conditions of your class and write them down in the "Your university" column in B)2 below.

Joint Session

A) Set-Up (10 minutes)

Log in to your LiveOn ChatRoom, and welcome the members. Check the quality of the sound of the microphone. Welcome members and confirm the facilitator.

B) Employment Conditions: What's Important? (20 minutes)

1. Share your top five employment conditions with your ChatRoom members (Pre-Class Homework 3-1). Give specific reasons why you think so.

PERSONAL Top Five Employment Conditions:

| Employment condition | Reason |
|----------------------|--------|
| 1. | |
| 2. | |
| 3. | |
| 4. | |
| 5. | |

2. Share the five most popular employment conditions of your class with your ChatRoom members.

CLASS Top Five Employment Conditions:

| Your partner university | Your university |
|-------------------------|-----------------|
| 1. | 1. |
| 2. | 2. |
| 3. | 3. |
| 4. | 4. |
| 5. | 5. |

3. Discuss the following issues with your ChatRoom members. Share and discuss any similarities and differences within different industries, types of work, regions, and countries:

- ① "Do you think your own and your class' top five employment conditions are typical of your university and your country generally?"

- ② "Do most people in your country/university also want these conditions?"
- ③ "In reality, how common is it to have these employment conditions in actual workplaces in your country?"
- ④ "What kinds of workplaces offer these conditions in your country?"

C) Work-Life Balance (20 minutes)

Discuss the following issues with your ChatRoom members. Share and discuss any similarities and differences within different industries, types of work, regions, and countries:

- ① What is the minimum wage per hour for part-time workers? For instance, how much can you earn per hour by working part-time at a McDonald's restaurant?
- ② What is the average monthly salary for new university graduates?
- ③ What are the common working hours per day and per week?
- ④ What time of the year do workers usually take their vacation?
- ⑤ Are there companies which offer sabbaticals? If yes, what kind? Cite one or two corporations and explain their system.
- ⑥ Do workers usually have to work unpaid overtime?
- ⑦ Generally speaking, do you think working conditions are favorable for both male and female workers? If so, explain with some examples.
- ⑧ What kind of support do you think working fathers and mothers need? (e.g., maternity leave, paternity leave, day care center)

- ⑨ Are there any unique phrases or expressions to describe working fathers or mothers? (e.g., 'family service' in Japan)
- ⑩ Do you often hear about work-related illnesses? (e.g., heart attacks) What steps should be taken to prevent these problems?

D) Wrap-Up (10 minutes)

1. Summarize the main points of the discussion in your ChatRoom. Take notes of what you have learned through the Joint Session using the space below.
 - ①
 - ②
 - ③
2. Thank the ChatRoom members for their participation and end with a closing remark.

After the Joint Session

1. What did you learn from the discussion?
2. What are the similarities/differences in preferences for employment conditions under which they want to work in future among the ChatRoom members?
3. What are the differences/similarities in preferences for work-life balance?

Post-Class Homework 3-4: BBS Topic 2 Reflection

Reflect on the second Joint Session. Write down what you have learned through the LiveOn discussion on BBS "Topic 2 Reflection" before the next lesson. The minimum number of words is 100.