

**THE "DUAL AGENDA" WILL CHANGE YOUR LIFE
AND YOUR WORK!**

The "dual agenda" - means combining work effectiveness AND creating time for life. This is the approach Lotte Bailyn used in her ground breaking research over 20 years ago. It is also the foundation of all the work we do at ThirdPath.

See the dual agenda in action ... ThirdPath has been growing a community of parents and leaders who have practiced the "dual agenda" as they succeed at work while also creating time to be actively involved in the care of their children. Read on to see how two nonprofit leaders put these ideas into action.

Learn how leaders play a role in promoting (or preventing) this approach ... Leaders can either become role models for this new "integrated" or "dual agenda" approach, or obstacles as they reinforce outdated norms, including throwing time at problems, and burning people out. Join us next Thursday when **Lotte Bailyn** and **Joyce Fletcher** inspire us around why change is possible. Want a sneak preview right now? Read on for an interview excerpt with Lotte Bailyn from Strategy+Business.

Discover how teams can be empowered to use the dual agenda ... We've also included a case study from Lotte Bailyn's ground breaking book **Breaking the Mold, Redesigning work for productive and satisfying lives**. See how one of the teams she worked with used the dual agenda to reduce absenteeism, improve customer service and become a self-managed team!

As Lotte says, we can break the mold and redesign work to promote productive and satisfying lives! Let's get started today!
/Jessica and the ThirdPath team

PS - Are you a leader who is already following this integrated approach? Join us for our Pioneering Leaders Summit on May 3rd in Philadelphia. [Learn more here.](#)

The role leaders are playing to break the mold

Lotte Bailyn's interview in Strategy+Business illustrates the important role leaders play in reinforcing old norms or breaking the mold to create new ones. Here's a brief excerpt from the interview.

S+B: Can you give us examples of dysfunctional practices you observed?

BAILYN... By throwing time at problems, managers were burning out their employees. By asking people to work such long hours, companies were also creating a sort of rigidity. But research has shown that creativity and innovation require time for reflection, and when you constrain time, people work more intelligently...

We also sought to identify who were the "heroes" in organizations... and we could show that business units were getting into crisis mode, running from one problem to the next, because nobody wanted to take the time to plan and be proactive in a system where individual heroics were rewarded.

S+B: What should company leaders be doing differently?

BAILYN... Senior leaders need to realize the way they reached the top might not be the only way to do it. In fact, in light of changes in the makeup of the workforce, and in the way that work is done because of new technologies, globalization, and so on, the way they did it may very well no longer be the most effective way. Of course, it's very hard for people who have gone through one system to think, "Maybe I didn't have to do it like this." Once you've made sacrifices, it's not easy to turn around and say to someone else, "You can do it differently, and have a more integrated life"...

[Instead of reinforcing outdated norms,] managers and company leaders need to think of themselves as role models... If the CEO says that workers can take time off any time they need it, but he or she is at the office or connected all day and night, such policies are not going to mean anything.

Luckily, ThirdPath Institute has been growing a community of leaders who are role models. Are you one of them? Join us next month (5/3/17) for our Pioneering Leaders Summit. To learn more, [contact us](#). Please write "Summit" in the subject line.

To read the full article, "Lotte Bailyn Is Redefining the Rules of Work and Family" by Laura W. Geller, click here: [Autumn 2015, strategy+business](#)

Teams can also break the mold

Lotte Bailyn and Joyce Fletcher worked with whole teams who applied the dual agenda. In one case a 300 person customer service unit was supported to try any alternative work arrangement they wanted for 3 months so long as the work got done.

"What were the results for the company? Absenteeism decreased by 30 percent. Customer service, which had been a great concern, improved because more hours of the day were now being covered. And once the groups found they could manage their own schedules, they began to take over some of the self-management tasks (such as coordinating the work and making hiring decisions) that had been envisioned for them, but which had stalled, waiting for the arrival of corporate training... Perhaps most important, the controller changed his image of himself. He now saw himself as innovative and experimental rather than as conservative.

"So what happened here? We see willingness, mandated by top management, to put personal needs up front, though under the constraint that the work must get done and within a strict experimental framework. To meet this double goal - flexible schedules for employees combined with work effectiveness - a number of things happened. First everyone was empowered to ask for the schedule he or she needed to get their work done, and hence absenteeism dropped dramatically. Second, negotiation on schedules no longer could be done one-on-one between employee and supervisor, hence the groups had to deal with schedules collectively. This enabled them, over time, to become the self-managed teams that had been envisioned for them but which had seemed so difficult to bring about.

"A key assumption about control was challenged by this change. Supervisors were forced to relinquish the notion that they had to be there whenever their subordinates were, and thus learned that surveillance may not be the best way to manage people."

Want to learn more? Join our next Thursdays with ThirdPath webinar (4/13/17 @ 1pm ET) when **Lotte Bailyn** and **Joyce Fletcher** discuss how you can take the next steps towards change in your organization.