

## **TOO MUCH WORK, IS TOO MUCH WORK. IT'S IMPACTING OUR LIVES AND OUR FAMILIES.**

### **Here's a quote that summarizes the problem better than I can:**

*"No amount of multivitamins, yoga, meditation, sweaty exercise, super-foods or extreme time management, as brilliant as all these things can be, is going to save us from the effects of too much work. This is not something we can adapt to. Not something we need to adjust the rest of our lives around. It is not possible and it's unethical to pretend otherwise. Like a low-flying plane, the insidious culture of overwork is deafening and the only way we can really feel better is if we can find a way to make it stop." [Zoe Krupka](#)*

How can we push back at this problem?

***Be inspired by this month's newsletter*** ... Not only do we have a story of a leader who is doing things differently, we've got a great list of the 6 skills managers and teams need to use to work in a flexible way that supports everyone to have time for life.

***Join us next Thursday*** ... Kyra Cavanaugh, author of *Who Works Where and Who Cares*, will be joining us to discuss how managers can learn how to support flexibility AND be thoughtful about their team's capacity for work. If they don't, flex can just mean working all day, nights, weekends and even on vacation. Join us next week and learn how to put these important ideas into action.

***Practice turning off work this December*** ... Download our free article, "[Take a Vacation: Sharpen Your Integration Skills.](#)" It turns out taking a vacation is a great way for everyone to learn skills that help us better manage in our 24/7 work world.

***Join the work/life coaches, career and couples counselors who help us make change in the world*** ... 17 years ago when I started ThirdPath, I knew that men and women -both as parents and leaders- would need support to put our progressive ideas into practice. Today the coaches and counselors who are part of ThirdPath's "Integrated Life Advocate" (ILA) community help us accomplish this goal. This spring the ILA community will join us for a day of learning and community building. [Click here](#) to learn more about this exciting event.

Thanks for being part of the growing, vibrant, inspiring ThirdPath community!  
/Jessica and the ThirdPath team

***PS - ThirdPath's free resources were used over 71,900 times last year ... With the generosity of donations, we can meet the needs of this growing community - expanding our reach and our success! [DONATE TODAY!](#)***

## Who Works Where & Who Cares?

***Kyra Cavanaugh's excellent book - Who Works Where & Who Cares: A Manager's Guide to the New World of Work - shows managers how to boost collaboration and performance no matter where your team members work.***

Here's a quick summary of what's included in her book. Join us next week to learn more. Kyra is the next guest on our Thursday with ThirdPath webinars.

After discussing: **Navigating Changes** - where she explores the different ways teams work today; **Team Goals & Metrics** - where she describes the positive outcomes flexible teams can achieve; and **Build Your Plan** - where she encourages managers to build a transparent approach to flexibility with their teams; **Kyra then provides a detailed discussion of the six tools managers need to use to create highly successful flexible work teams.**

### ***Tool #1: Performance***

In this section, Kyra identifies six areas to help managers successfully manage for results. (1) Identify values and behaviors, for example, when you say you want something done "the right way" what does that mean? (2) Clarify ownership and autonomy. (3) Set goals and objectives. (4) Monitor performance. (5) Measure results. (6) Communicate expectations and hold people accountable.

### ***Tool #2: Capacity & Resiliency***

One of the most important things a manager can do to create success with a flexible work team is to evaluate and monitor the team's capacity for work. Doing this will help "reduce the amount of stress your team members experience and will increase motivation and engagement." She also includes a long list of wonderful suggestions for how you can do this.

### ***Tool #3: When & Where We Work***

Kyra warns us, too often "workplace strategy decisions are made based on the comfort level of senior leadership." Instead this chapter provides the steps managers can take to find flex solutions that work for the team, and balance corporate policy with individual accommodation.

### ***Tool #4: Work Process***

This tool explores why new approaches to flexibility can be a catalyst for improving how everyone works. For example, when meetings are redesigned to work better for flexing employees - it can become an opportunity to improve meetings for everyone.

### ***Tool #5: Communication***

This tool provides detailed suggestions for how to improve communication for both people who flex and who don't flex. For example: how to communicate in a more deliberate way; how to read non-verbal clues (key for virtual team members); how to have onsite team members buddy up to keep those offsite abreast of relevant news.

***Tool #6: Team Building***

Kyra describes a wide range of ways to help develop more effective team building interactions - including the suggestion of creating "team member profiles" to help everyone get to know each other no matter where they work.

**Join this month's Thursday with ThirdPath webinar - you'll leave with concrete ideas for moving your integration goals forward - no matter where you work!**

# The Art and Science of Flexibility

*For many jobs today, work can be done very differently - sometimes even completely virtually. Chris Madoo has made the most of this by managing a virtual work team. It also happens to be a team that was the top sales producer at Marriott for 3 years in a row!*

Chris is a Market Sales Leader for Marriott International, he's also a participant in ThirdPath's Pioneering Leaders group. To help his virtual sales team excel, Chris uses a number of the tools outlined in Kyra Cavanaugh's wonderful book, *Who Works Where and Who Cares?*

***Tool #1: Define performance objectives. Kyra underscores, this is not just an important tool to use for flexible work teams - but for every work team.***

Chris learned that successfully managing a virtual work team can come with a few curve balls, but through prioritization, communication, and trust he was able to build on his team's success. It also helped that Marriott clearly defined performance standards. Productivity goals were carefully defined as a way to promote key priorities and related behaviors. Activity logs and weekly updates also kept the team on track to help drive results.

***Tool #2: Capacity and resilience. Kyra explains, managing the long-term resilience of a work team doesn't just benefit the individual team member it also benefits the organization.***

Chris has become an expert in understanding how much work each of his team members can handle while also supporting them to have time and energy for their lives outside of work. Chris learned this requires open and honest communication and feedback. It also meant getting to know, and support the different ways his team members needed to work. Some were parents and their schedules varied around their children's school day. Others tended to work a more traditional 9 to 5 schedule. Taking into account his team's different work schedules, as well as his own preferences, Chris made himself available for both types of worker. To read the full story, [click here](#).

***Want to join a progressive group of leaders like Chris?***

To learn more, email us at: [Time4Life\(at\)ThirdPath.org](mailto:Time4Life(at)ThirdPath.org). Put "Pioneering Leaders Group" in the subject heading and we'll send you more information.