

The workplace has become "shockingly inhumane" for everyone-white-collar workers, blue-collar workers, low-wage workers, managers

So says Jeffrey Pfeffer, a professor from Stanford School of Business. Today's newsletter will explore this truth ... We'll also take a look at a growing group of leaders who are doing things differently!

Things are pretty bad ... Read on for a thought provoking interview with Jeffrey Pfeffer conducted by the always amazing Brigid Schulte. Learn why workplace factors such as long work hours, absence of job control, economic insecurity, and work-family conflict, make the workplace the fifth leading cause of death in the U.S. Pfeffer's recommendation? Hold organizational leader's accountable.

But change is possible ... As you know, the theme of this year's webinars is "Making the Impossible Possible, Family Well-Being and Gender Equity." And as we have discovered since founding ThirdPath almost 20 years ago, when employees, leaders and organizations take this approach, they also discover how to work more effectively.

Inspired to learn more? ... Join us for our next Thursdays with ThirdPath webinar when we will introduce you to a group of leaders who are doing things differently -- challenging the assumption that a work-first approach is essential to business and the only route to success. We've also included a sneak peak of who these leaders are in today's newsletter. Change really is possible!

Thanks for being part of the growing, vibrant, inspiring ThirdPath community!

/Jessica and the ThirdPath team

PS - We've just put our December annual appeal in the mail. Would you also like to support our work? Please consider making a donation today.

Whole Life Leaders can Transform Organizations

Leaders who follow an integrated approach to work and life change the way they live their lives by shifting a few fundamental assumptions. They are also changing these assumptions for the people who work for them. Whole Life Leaders discard the outdated notion that a work-first approach is essential to business and the only route to success. Then they reframe this binary assumption into one that recognizes work matters AND life matters. They also learn how to create success in both areas by creating a team at home and a team at work.

When couples jointly follow this approach, they both learn how to push back at out dated norms - even in work-first workplaces - as they support each other to achieve an integrated solution over the course of their careers.

Professionals who follow this approach become experts in flexibility AND capacity management

Flexibility defines where and when someone works. Capacity management relates to how much work is expected to be done individually, as a team and within the organization.

Flexibility requires agility, and the ability to think outside the box when faced with competing goals. Capacity management requires innovation in how the work itself gets done such as prioritization, expectation management, and strategic delegation. In fact, success in these two dimensions requires a set of 21st century skills that are valuable for everyone who works in today's 24/7 business environment.

These leaders are changing the rules of the game

Professionals who develop these skills, who are then promoted to managers, begin to spread the skills to their teams. **These leaders have become role models of a new kind of leadership.** [Read more.](#)

Our holiday gift to you: Let us send you the full length version of our recently published article about these amazing leaders, titled: Transformative *Flex*. To get a copy, *Email:* Time4Life(at)ThirdPath.org *Subject:* Transformative *Flex*.

We also have a one page summary [here](#).

THIRDPATH'S PIONEERING LEADER SUMMIT - May, 2019

Every two years we invite the progressive managers and leaders we work with to attend our biennial Summit. In 2017, of the 60 attendees

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- 45% worked reduced hours, or had worked reduced hours one or more years over the course of their careers;
- 30% worked 2 or more days remotely, and of this group almost half worked fully remotely
- 35% of the participants were men

Find out more about this unique opportunity for professionals committed to success in their careers while also creating time for life.

Learn more: Email: [Time4Life\(at\)ThirdPath.org](mailto:Time4Life@ThirdPath.org) Subject: 2019 Summit