

**IT'S THIRDPATH'S 15th ANNIVERSARY!
And we've got a lot to celebrate!**

To get the celebration going ... this month we will focus on our 15 year history of supporting men and women to "do work differently."

Join us next week when Michelle Hickox, CFO of Independent Bank describes her integrated career path and the courageous conversations she needed to have - as employee, then partner and now leader - to stay the course.

She's a great example of something Lotte Bailyn taught us when first launching ThirdPath. When you encourage people to think about both their work and life needs at the same time, often they will find more effective ways to get work done. Read on to hear how Lotte's ground breaking work reshaped the work-family landscape.

Next month ... we'll focus on ThirdPath's pioneering work supporting men and women to "do family differently."

Another reason to celebrate is having someone with as big a reach as Anne-Marie Slaughter advocating for men and women to share the important work of caregiving - an idea that has been core to our mission for 15 years!

In the mean time, we got the party started by joining in the Boston College Center on Work and Family's 25th anniversary celebration. What a pleasure to see so many friends all in the same room!

Yes - more change is required - at work, with public policy and at home.

But let's first stop and celebrate what we've accomplished!
/Jessica and the ThirdPath team

PS - Want to support our work AND get a gift in return? [Click here](#) to learn more.

Leslie Perlow

Carrying the "Work Redesign" Torch Forward ...

Leslie Perlow - a mentee of Lotte Baily - was able to build on Lotte's work when doing her innovative research in a highly competitive consulting organization.

*Leslie's sensational book - **Sleeping with Your Smart Phone** - describes what she learned when she required team members to work together to support each other to take predictable time off (PTO).*

Here's a list of the many benefits the teams gained from participating in Leslie's PTO process ...

They addressed problems sooner

It helped teams better prioritize their work

- Maybe only 3 answers were necessary not 5
- Maybe they needed to reallocate resources
- Maybe a conversation with the client was required

They reduced travel

It reduced evening and weekend email

They made meetings more effective

- As one participant said: "I now structure case team meetings around core client issues and can leverage the collective intelligence of the team"

It improved how they scheduled meetings

They invented new ways to share daily progress on projects

It increased flexibility around where work was done

They addressed performance problems earlier

The general take away: setting limits on work time increased creativity!

Or as Leslie explains, they addressed the "**knowing-doing gap.**" People knew there was a problem and were more able to come up with ways to address the problem.

It also encouraged "**collective experimentation.**" Multiple people experimented together, and by doing so they were able to challenge the status quo. They also learned each "micro change" built on the ones before them, unleashing the ability to make changes within the team and ultimately in the organization's culture. (p.81)

Want to learn more? [Listen to our](#) Thursday with ThirdPath webinar with Leslie where she discusses these exciting findings.

Lotte Bailyn: Thought Leader (and god send!)

It's really thanks to Lotte Bailyn that ThirdPath does the work we do.

To celebrate her ground breaking work, here's an excerpt from a recent article. Thank you Lotte for all that you have done!

Lotte Bailyn wrote *[Breaking the Mold: Men, Women, and Time in the New Corporate World](#)* (Free Press, 1993) to warn executives that their obsession with time as a measure of commitment, and by extension competence, was creating a situation that would be unsustainable for the modern workforce in the long run. "Private life and public life can no longer be seen as conceptually separate," she noted in the introduction. "Too much is at stake: the equanimity of employees, the welfare of families and communities, and even the long-run viability of American companies.... Appropriate responses to this situation go to the heart of the way that work is organized and rewarded." ...

More than 20 years later, business has been fundamentally revolutionized by globalization, technology, and demographic changes. But the tensions persist, and companies are now recognizing them as a factor holding back productivity and competitiveness. Many businesses have implemented well-meaning policies designed to offer employees the opportunity to manage their personal and professional commitments. Human resources teams have added bereavement leave, compassionate leave, adoption leave, personal days, mental health days, and a host of other options to their menus. But like the meditation and relaxation rooms increasingly available at large offices, they often go unused. Employees fear that taking advantage of these benefits will have negative consequences for their compensation or advancement.

Bailyn believes that even the most progressive policies fail to address the core issues and assumptions that underlie how people and organizations interact. Our society is still compartmentalizing "work" and "life," looking for a way to even

the scales, when we should be rethinking the perspective that values time as the ultimate capital. In systems based on such a mind-set, success comes to those who seem to be working the hardest, because they are always accessible. People cling to an outmoded view that work should be done by specific people at specific times, as determined by managers and company leaders.

For much of the last half century, Bailyn has argued for a different approach. **Work is completed most effectively, she says, when people are empowered to come together and figure out how to manage their work collectively, taking into account both the organization's needs and one another's needs outside the office.** "The goal," she wrote in the 2006 revised edition of her book, "is to break the mold of traditional assumptions; the hope is that the needs of organizations and employees can be brought into constructive harmony" ...

Want to learn more? [Click here](#) to download a short version of the article.

Or here's the [link](#) for the 9 page article - yes - she's that brilliant!