

A ROUND OF NEW ARTICLES GETS US CLOSER TO THE TRUTH ...

In Gwynn Guilford's fantastic article about the economics of parental leave, she writes:

"Only when governments and companies value women's and men's work the same in both the workplace and the nursery will the handicap against women lift."

She also helps us understand why true and lasting change must include giving men very specific incentives to take paternity leave. Here's our [one page summary](#) of her wonderful article.

However, supporting men's involvement at home is only half the challenge. The other half is redesigning the road to the top of organizations.

Erin Anderssen does a terrific job addressing this challenge in her recent article about the growing number of men - including male leaders - fed up with long work hours and how they are negatively impacting their families.

It turns out change happens by helping men and women share in the early years of parenting. It also requires men and women adopting different behaviors over the course of their lives. And it also requires leaders modeling this behavior.

Anne-Marie Slaughter offered five mandates to promote change around these issues in her widely read Atlantic article.

We thought these mandates were worth repeating. And just like the first time we wrote about them, we've added "men & women" to each one to underscore how we need to work together to make the suggested changes.

- Men and women changing the culture of face time
- Men and women revaluing family values
- Men and women redefining the arc of a successful career
- Men and women rediscovering the pursuit of happiness
- Men and women becoming an innovation nation

[Click here](#) to see how ThirdPath's integrated leaders have put these mandates into action to change our workplaces, nurseries, and beyond.

Read on for an excerpt from Ms. Anderssen's article about men pushing for change at their workplaces.

Or join us next week for our Thursdays with ThirdPath webinar where we will have a thought provoking discussion about how we can use the collective conversation about men and women - as parents and leaders - to promote an innovation nation.

Together we can make a difference!
/Jessica and the ThirdPath team

5 Mandates for Change ...

Anne-Marie Slaughter included a list of five mandates for change in her widely circulated article "Why Women Still Can't Have it All." Once we added the words "men & women" to the front of each mandate, it became clear these were issues ThirdPath has been fighting for since our inception.

This year we plan to publish an article about the integrated leaders we've been working with who have put these mandates into action. In the mean time, here's a sneak preview:

Men and Women Changing the Culture of Face Time ...

This is what our integrated leaders have done year after year over the course of their careers. Whether it was the new father who told his potential employer he needed to work a compressed work week in order to consider the position; or the mother who worked 20 hours a month in June and July so she could enjoy summer break with her school age children; or the leader who coached a new father to create a home office so he could spend more time with his family; these leaders are shattering old norms around face time.

Men and Women Revaluating Family Values ...

Time and again the courageous steps these leaders took came from their desire to spend more time with their children - and grandchildren! ThirdPath knows there are many other reasons people need and want to flex, but it turns out, caring for our children provides a powerful multi-year motivation for change.

Men and Women Redefining the Arc of a Successful Career ...

In every case, our integrated leaders were the first to ask for change, or they made the decision to find a more supportive workplace, or they founded their own organization to create a life that supported success at work and success at home. Bottom line, these leaders have found a new and better way for themselves, and for developing future leaders.

Men and Women Rediscovering the Pursuit of Happiness ...

Working with these leaders for the last eight plus years has also shown us why an integrated approach to work and life has multiple positive outcomes around happiness. Couples learn how to work together to meet the changing needs of families and the ups and downs of workflow. Yes - their lives include periods of time when work, life or both become overwhelming, but they've also learned life long skills to navigate past these challenges.

Men and Women Becoming an Innovation Nation ...

20 years ago Lotte Bailyn discovered a concept she labeled the "dual agenda" - when you encourage employees to look for business solutions that also meet their own needs, they often find ways to improve how work is done. Our integrated leaders have applied this concept every step of the way.

Are you an integrated leader? This spring we will be holding our second bi-annual Pioneering Leaders Summit. Want to learn more? Email us at Time4Life (at) ThirdPath.org , please put "Summit" in the subject heading.

A CALL TO REDESIGN LEADERSHIP ...

"When men at the top of the pile start exchanging power, privilege and fat paychecks for the chance to spend more time with their families, it says that something is really wrong with the way we work."

So says Erin Anderssen in her article - "These Dads Say Long Work Hours are Costing Them a Full Family Life."

Ms. Anderssen begins her piece by discussing the recent decision of two male CEOs who left their jobs to create more time for family (one moved to a VP position, the other resigned).

She also expertly analyzes what contributes to this problem, referencing studies that show professionals are working longer hours (50 hours, with 54% doing extra work evenings and weekends) but not necessarily with better results:

"All that extra work isn't doing us any favors, or even increasing long-term productivity. It's hard to make a health argument for women leaning in - or men hanging in - with longer work hours when overwork has been linked to an increase in heart disease and diabetes, higher rates of depression and suicide among middle-aged men. Recent research has even raised alarm bells about the risk of sitting for long spells."

Anderssen concludes, what's required for real change is a new style of leadership.

Although she credits women with this new approach, if you ask any of the male or female integrated leaders ThirdPath has been working with, they'd say it is less about gender and more about the leader's commitment to an integrated life.

Her quote from Mark Weinberger, the CEO at Ernst & Young, sums it up well when he says:

"You can have all the initiatives you want, but until [employees] see people in senior positions standing up and taking advantage of it, I don't think they fully believe they have permission that you can still get ahead and take advantage of those programs."

Clearly we need more progressive public policy to make sure all families can follow a more flexible approach to work.

However, it turns out the work ThirdPath has been doing to support male and female leaders to model an integrated approach to work and life is also essential to change.