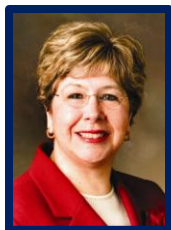


## POLICY WATCH – August 2013

### In this Issue

- NBLC's 2013 Leaders of the North Bay Awards Luncheon
- Doing Work-Life Balance Right: Agile is a North Bay Leader
- Members in the News



We hope that you will join us in celebrating this year's Leaders of the North Bay. These honorees are stellar and great role models for leadership in different quarters. Come meet them – your spirits will be revitalized and your passions ignited by their stories and accomplishments.

As summer draws to a close, it is noticeable that the summer doldrums no longer exist. While summer used to be a time to catch up, slow down, and enjoy the outdoors, for too many of us it is the time to keep up, speed up, and skip vacations. What does all of that hard work mean for our work/life balance and productivity? This month's issue explores how to find that balance in a 24/7 world. As we look forward to Labor Day weekend, we applaud the efforts of the hard working people in the North Bay!

Best,

Cynthia

### NBLC's 2013 Leaders of the North Bay Awards Luncheon

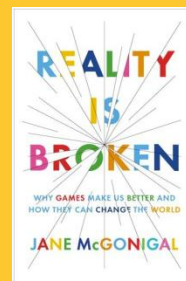
North Bay Leadership Council announced the five honorees above for their annual Leaders of the North Bay Awards, designed to celebrate individuals and organizations from the region that have been positive catalysts for change.

The honorees are: Caught in the Act of Leadership, Pam Chanter – VANTREO Insurance Brokerage; We're all in This Together, Linda Davis – Center for Volunteer and Nonprofit Leadership; Paint the Community Green, Sonoma County Beekeepers' Association; The "Light Bulb" Went On, Autodesk, Inc.; Empowering the Latino Community – Canal Alliance.

Jane McGonigal is a world-renowned creator of alternate reality games, or games designed to solve real problems and improve players' real lives. Jane is the inventor of SuperBetter and author of the New York Times bestseller Reality Is Broken. She is a visionary game designer and futurist who is harnessing the power of Internet games in new ways to help solve some of the biggest challenges facing our world today and tomorrow, from depression and obesity to global issues like poverty and climate change. One of the most popular TED Talk presenters, she will inspire you with new ways to live a healthier and happier life.



**WHAT:** Leaders of the North Bay Awards Luncheon  
**WHEN:** Friday, November 1, 2013  
**TIME:** 11:30 a.m. - 1:30 p.m.  
**WHERE:** Hyatt Vineyard Creek Hotel, Santa Rosa  
**TICKETS:** \$60 Per Person or \$480 for a Table of Eight (8)



**Tickets go on sale online September 16<sup>th</sup> or you can download a form [here](#)**

For more information, call (707) 283-0028. If you are interested in being a sponsor, please contact [info@northbayleadership.org](mailto:info@northbayleadership.org).

## Doing Work-Life Balance Right: Agilent is a North Bay Leader

Finding the right work/life balance is increasingly hard to do – but all the more reason to try. As Selena Maranjian in [These Companies Do Work-Life Balance Right](#) (Daily Review, July 24, 2013), says, “If you think you're working harder than ever lately, you're probably right. According to a 2011 Towers Watson survey of 300 businesses in North America, nearly two-thirds of workers are working longer hours than they did just three years earlier. And among workers in professional and managerial positions, a whopping 38 percent of men and 14 percent of women worked 50 hours or more per week between 2006 and 2008, according to a 2010 report from the Center for American Progress. In the minds of many of them, putting in just 40 hours a week would be tantamount to career suicide. According to the Center for American Progress report, ‘Americans report sharply higher levels of work-family conflict than do citizens of other industrialized countries. Fully 90 percent of American mothers and 95 percent of American fathers report work-family conflict.’”




Maranjian says, “a study from the Society for Human Resource Management found 24 percent of organizations have formal work-life balance policies in place, and 52 percent have informal ones. These policies commonly discourage working when sick or on vacation, and working more than a set number of hours per week. Many also discourage workers from answering emails and returning calls during their off-time. For working parents and those with other responsibilities in their lives, having flexible hours or the ability to work from home some or all of the time is another valuable contributor to work-life balance. Unfortunately, only about 10 percent of companies with balance policies address flexible work arrangements.

Here are some of the top companies listed in Glassdoor.com’s Top 25 Companies for Work-Life Balance:

**SAS Institute (#1):** Software specialist SAS scores top marks for its work-life balance. On its website, the company explains that it has “created an environment that fosters and encourages the integration of the company’s business objectives with employees’ personal needs.”

**Mentor Graphics (#7):** This electronic design automation specialist says on its website's career page, “We're also human. MGC maintains a close-knit, roll-up-your-sleeves atmosphere, with programs that encourage our employees to keep learning, take care of themselves and their families, enjoy a bit of the good life, and be actively involved in the communities where we live and work.” Company benefits include flexible time off and a child development center.

 **Agilent Technologies (#9):** Agilent is focused on bioanalytical and electronic measurements. On its website's benefits page, the company states up front, “Very simply, we want to be one of the world's best places to work. [Our employees] tell us that some of their top reasons for working at Agilent include flexible work options, community involvement programs, and employee discounts.” Other perks include company sports teams and clubs, as well as on-site massages and yoga. One employee notes, “Engaging work, highly skilled employees, good work culture, flexible work schedules, decent benefits, and bonuses twice per year.”

Since we can’t all work at Agilent, we should explore other ways to perfect the work-life balance in our lives. Christine Riordan, writing in the Harvard Business Review Blog, gives her view in “Work-Life

'Balance' Isn't the Point," (June 4, 2013). She says, "Research has shown that employees who believe they do not have time for the personal life feel drained and distracted while they are at work. In addition, the spillover of negative aspect of work into an employee's personal life can lead to job exhaustion, disruption of relationships with family and friends, loss of enjoyment, and increased stress." Her pointers are:

**"Strive for work-life effectiveness—not balance.** The term work-life balance implies that one dedicates an equal portion of time to work and life. Catalyst, a research firm focused on women in business, uses the phrase work-life effectiveness, and suggests striving for a situation where work fits with other aspects of your life.

Researchers Jeffrey Greenhaus and Gary Powell expand on this concept and recommend that work and personal life should be allies and that participation in multiple roles, such as parent, partner, friend, employee, can actually enhance physical and psychological well-being — especially when all of the roles are high quality and managed together."



Marissa Mayer, CEO of Yahoo, manages being a mom and a CEO in a way that is personally right for her. Riordan says we should be like Mayer, and "take a holistic perspective, thinking of one's career as an integral part of life, rather than a separate and obligatory activity. To help eliminate 'negative spillover' from work into home life or vice-versa, we should put everything in the same container and create a coherent narrative — doing so can reduce work-life separation." She also shares that Richard Branson, CEO of Virgin Airlines, says some of his best ideas have come from engaging his children in conversations about work. Riordan advises, "Even in the busiest of schedules, the most practical and effective way we can live is by aligning our personal priorities of work, family, health, and well-being. Such realignment can bring huge gains in emotional and physical energy, not to mention greater clarity and focus at work."

**Define success in all categories of your life.** Every person needs to define success on his or her own terms. Ultimately, for both men and women, the definition of success is deeply personal. It is also important to realize that what constitutes success to one person may not constitute success to another. Ryan Smith, co-founder of Qualtrics, manages his success by doing the following: "Each week, I examine the categories of my life — father, husband, CEO, self — and identify the specific actions that help me feel successful and fulfilled in these capacities. This weekly ritual helps me feel like I'm doing everything in my power to address my needs and the needs of those around me. This is important because I can't lose sight of the business agenda, and we've all seen or read about what it looks like when you lose sight of your family's needs." As Smith suggests, consider sharing your priorities and ideas of success with important stakeholders in your life. By doing so, you will gain valuable perspective and, perhaps, buy-in to your work and life goals.



**Maintain control.** Riordan says, "Researchers suggest that people may experience high stress when they feel out of control. So, take control of your career — explore your own history, biases, motivation and preferences. As an example, many people enjoy spending a lot of time at work because they like what they do. Thus, long work hours are not necessarily burdensome to them. Each of us should take the time to find a job that 'fits' us. When possible, we



## Members in the News

### Agilent's New Technology Creates Nano Art

Scientists at the Georgia Institute of Technology have recreated the world's most famous painting – the Mona Lisa – on the world's smallest canvas.

### Redwood Credit Union Offers 7th Annual Free Document Shredding Event

Redwood Credit Union's "Shred-a-Thon" Promotes Information Security with Shredding Service, Seminar and More.

### Canine Companions for Independence Names New Executive Director

Nicole Mouton heads the organization's Northwest Region

### Kaiser Permanente to Sponsor 2015 Special Olympics World Summer Games

Kaiser Permanente has announced that it will serve as a founding champion sponsor and the official Total Health partner for the 2015 Special Olympics World Summer Games in Los Angeles.

**Read more online at [www.northbayleadership.org/news](http://www.northbayleadership.org/news)**



### Who We Are

Over twenty years ago, business leaders founded the North Bay Leadership Council on a simple premise: We can accomplish more by working together. Today, the Council includes 44 leading employers in the North Bay. Our members represent a wide variety of businesses, non-profits and educational institutions, with a workforce in excess of 25,000. As business and civic leaders, our goal is to promote sound public policy, innovation and sustainability to make our region a better place to live and work. For more information: Call 707.283.0028 / E-mail [info@northbayleadership.org](mailto:info@northbayleadership.org)

**[www.northbayleadership.org](http://www.northbayleadership.org)**