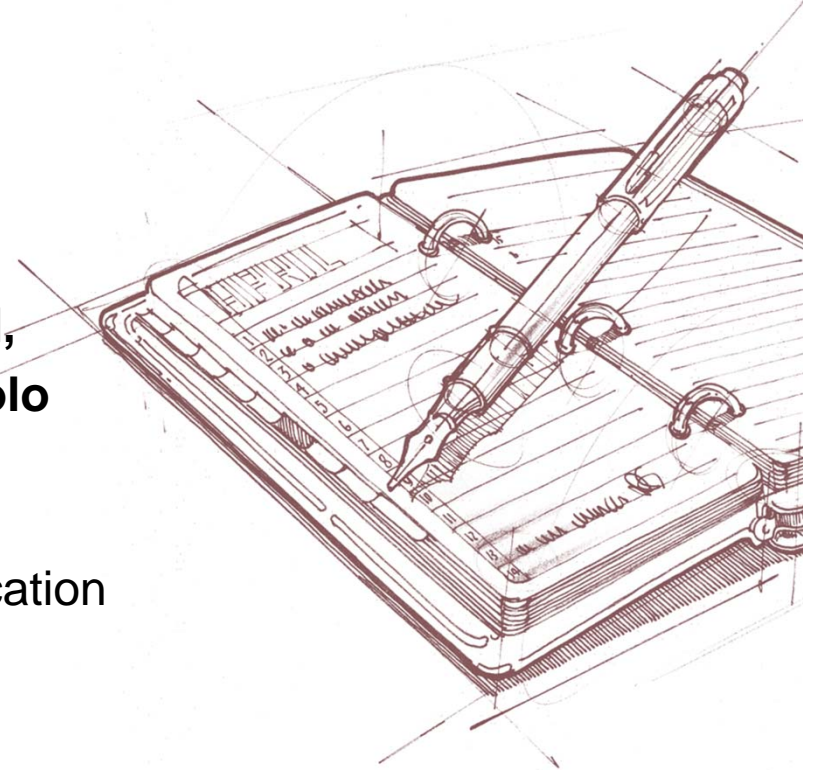


IESE Business School

- The Business School from the **University of Navarre, Spain**
- Founded in **1958**
- Campuses in **Barcelona, Madrid, New York, Munich and Sao Paolo**
- Oriented to the development of responsible leaders through education and research.





IESE is committed with the education of leaders that should print a profound, longterm and positive impact in people, companies and in society for their professionalism, integrity and spirit of service.



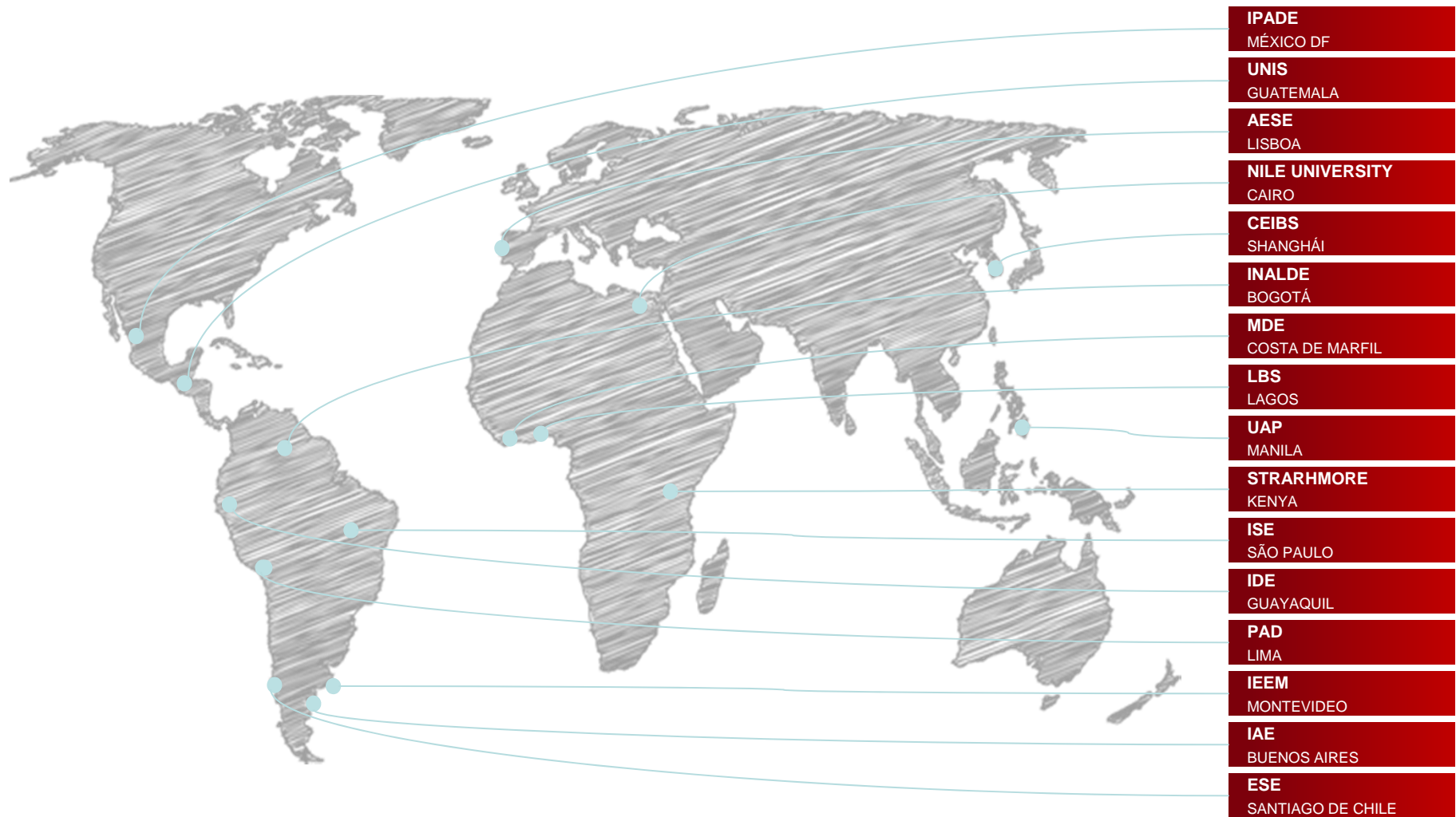
- + **40.000** Alumni
- **109** countries



⁽¹⁾ Fecha: 2012.

⁽²⁾ Fecha: 2012

⁽³⁾ Fecha: 2012





From 1993, IESE has been a pioneer regarding MBA student exchanges with other Business Schools.

UNITED STATES

COLUMBIA	CHICAGO
NYU	KELOGG
YALE	BERKELEY
DARDEN	UCLA
MIT	DUKE
TUCK	UNC
CORNELL	WHARTON
MICHIGAN	MGS

EUROPE

LBS	HEC	RMS
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ASIA

ISB	KEIO UNIVERSITY	CEIBS
HKU	HKUST	NUS YONSEI

AUSTRALIA

MBS

SOUTH AMERICA

IAE

What they say about us...



FINANCIAL
TIMES

**#1
BUSINESS
SCHOOL FOR
WORLD OPEN
PROGRAMS**

FINANCIAL TIMES
EXECUTIVE
EDUCATION, 2011

**#3
BUSINESS
SCHOOL
FOR
EXECUTIVE
EDUCATION**

THE TOP 20
SCHOOLS
FINANCIAL TIMES
EXECUTIVE
EDUCATION, 2011

Forbes

**#3
BUSINESS
SCHOOL FOR THE
FULL TIME MBA**

FORBES, 2011

**The
Economist**

**#1
BUSINESS SCHOOL FOR THE
FULL TIME MBA**

THE ECONOMIST, 2009



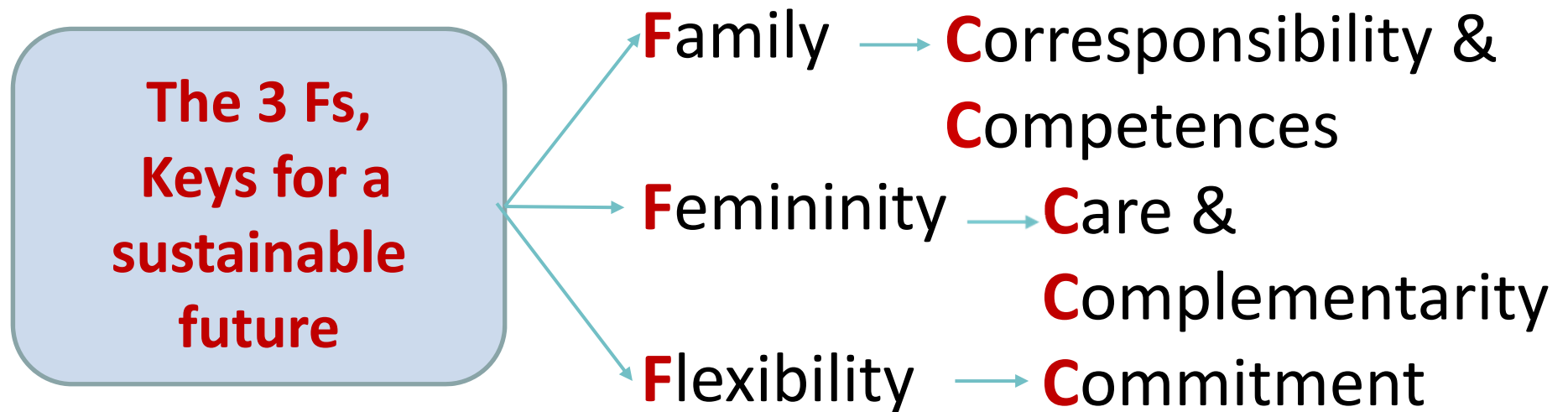


ICWF

International Center for Work and Family

The ICWF's mission is to foster:

- **Corporate Family Responsibility.** Develop talent and leadership skills necessary to create a business culture that facilitates the integration of work, family and personal life. Encourage governments and other public institutions to develop regulations and policies aiming to facilitate reconciliation in companies.
- **Women and leadership.** Investigate, analyze and promote the professional advancement of women at all levels, specially considering their career paths.
- **Human ecology.** Promote an organizational culture focused on people.



Empowering Families through Flexible and Family Responsible Companies

- CSR and Corporate Family Responsibility
- The Context: What has driven our CFR advocacy?
- The Means: How to promote CFR?
- The Result: How the World is receiving CFR

Prof. Dr. Nuria Chinchilla

Corporate Family Responsibility

We define Corporate Family Responsibility (CFR) as the commitment of companies to promote flexible leadership, culture and conciliation policies to facilitate the integration of work, family and personal life of their employees.



Corporate Family Responsibility, the internal part of the CSR

- The CSR essentially contributes to the **Common Good** and to **responsible competitiveness**.
- The CSR is based on **the culture and values** of the company and is reflected in their ethical and transparent behavior.
- The CSR must be **consistent with the business strategy** and it becomes true when people in the organization take the CSR in their daily actions and operations.
- The CSR should be part of a **process of planning, execution, control** (monitoring and evaluation) and reporting. It is necessary to analyze their impact on the environment, on society and in the economy.
- CSR was usually measured by its economic – financial impact. It is also measured by the carbon footprint and water, but ... What are we doing to measure the impact on employees and their families?

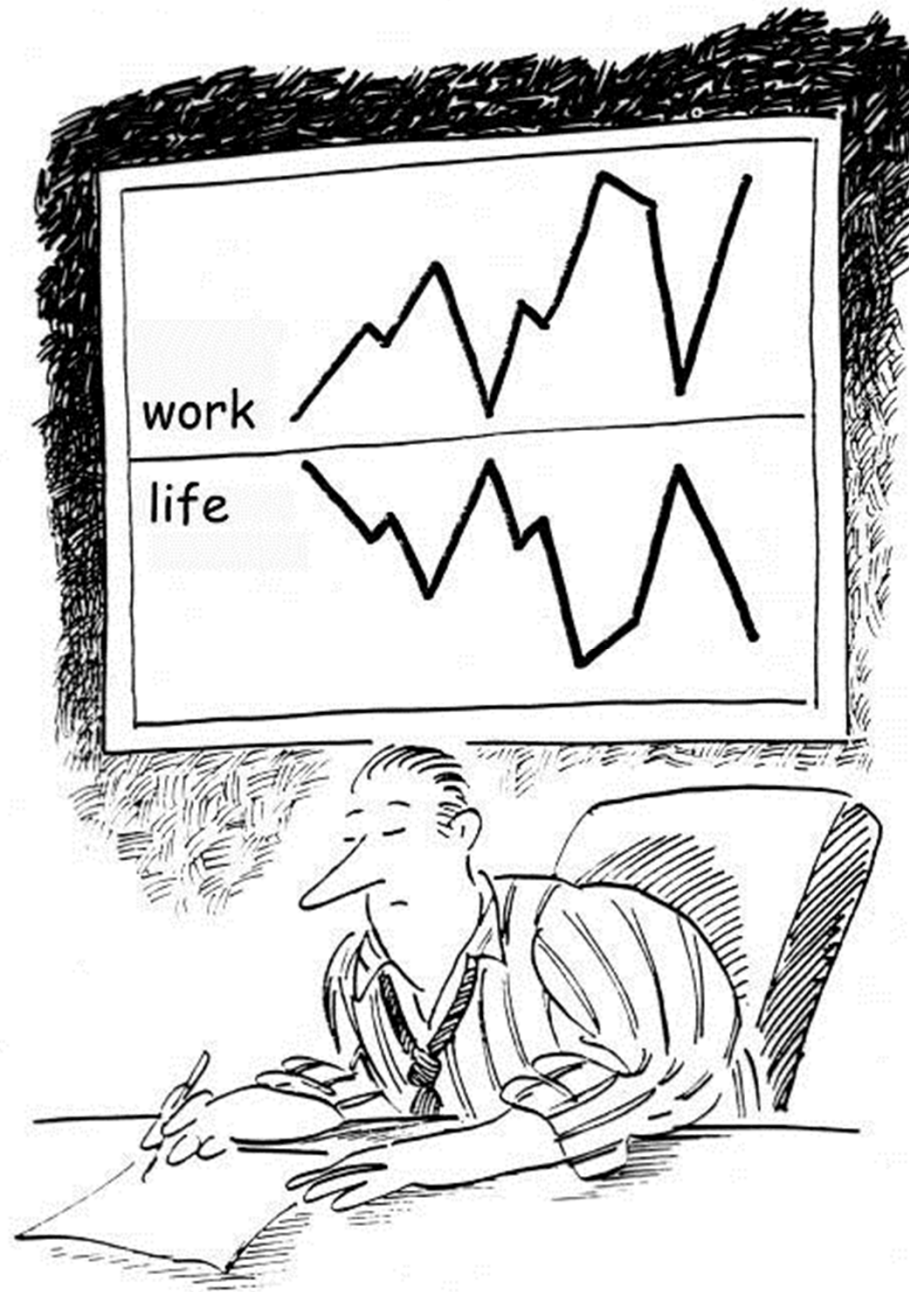
Companies with CFR have leaders who:

- Promote a people-centered culture
- Generate work-family equal opportunity policies and practices
- Encourage commitment and worker satisfaction
- Increase the competitiveness and sustainability of the company

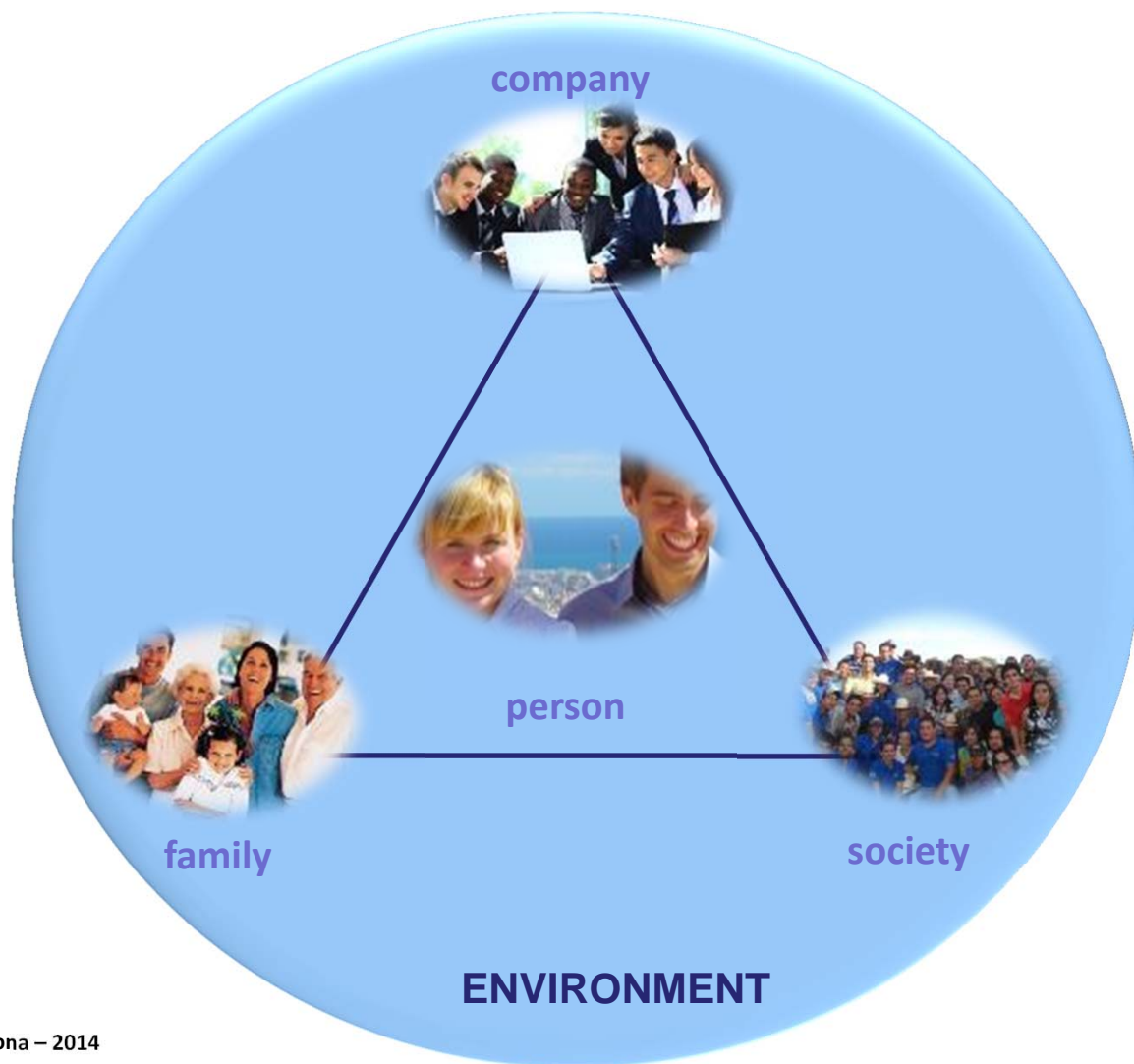


What is happening?

- **Low birthrate: 70 countries below generational replacement (2xW)**
- **Mean age when first child is born after being 30 years old**
- **Children's education in the hands of others (TV, PlayStation)**
- **Divorce and cohabitation is rising**
- **Health problems (stress, depression)**
- **High expenditure on tranquilizers**
- **More time off due to stress than to maternity leave**

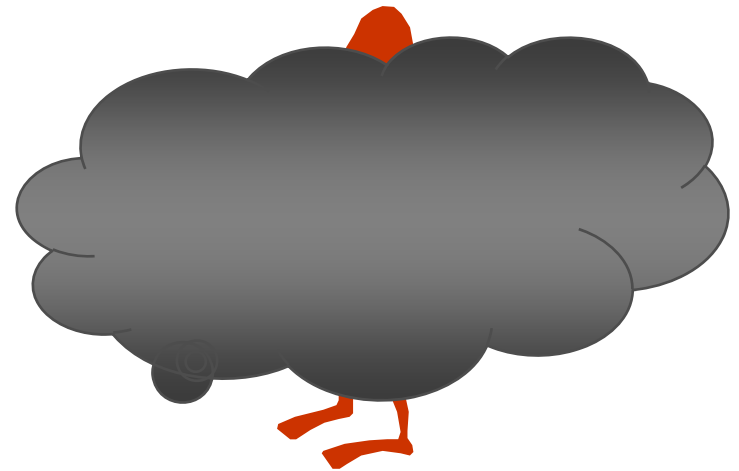


Triangle of sustainability



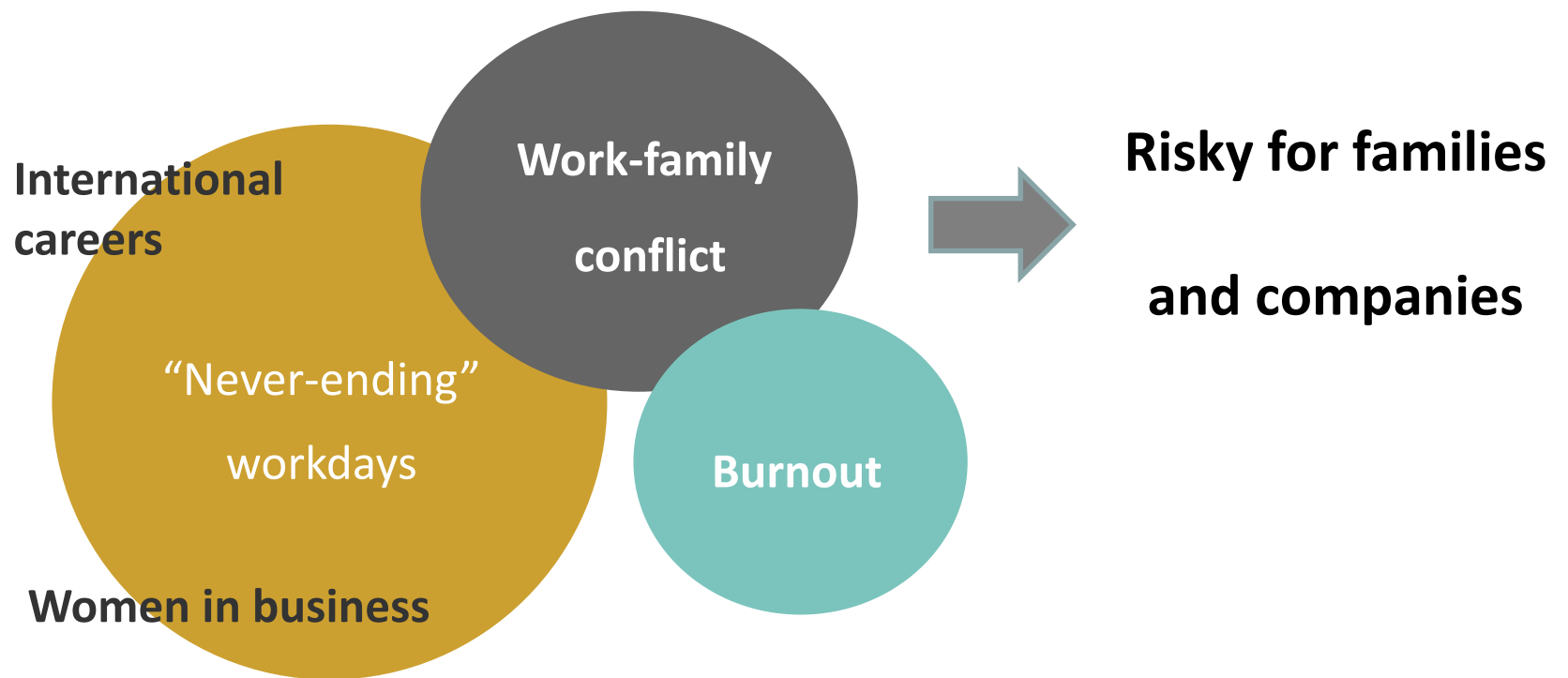
Companies' destructive capacity

- Pollution in nature (ecology)
 - Pollution in society (human ecology)
- ↙ Double effect:
- Social (external)
 - Business (internal)



Causes of the work & family conflict

	Participants	Experts
Working schedule incompatible with the school	1º	5º
Lack of company policies to help work and family balance	2º	3º
Working pressures	3º	4º
Family responsibilities	4º	
Few kindergarten	5º	
My own way of balancing work and family	6º	1º
Housework	7º	
Lack of support from my boss and colleagues	8º	2º
Time I lose because of the traffic jam	9º	
Lack of punctuality and/or not enough public transport	10º	
Variety and quantity of social roles	11º	



Corporate Family Responsibility



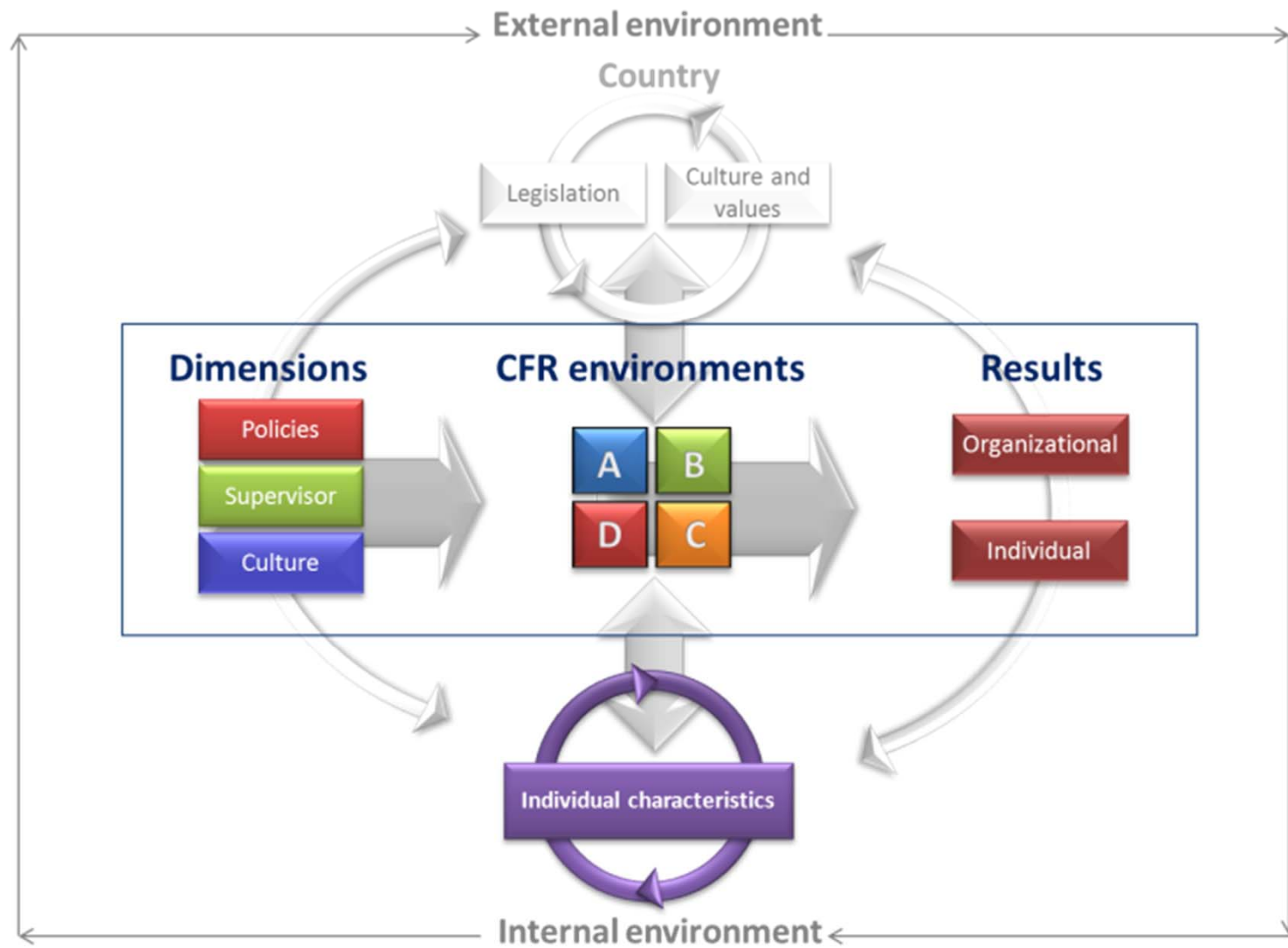
IFREI

International Family
Responsible Employer Index

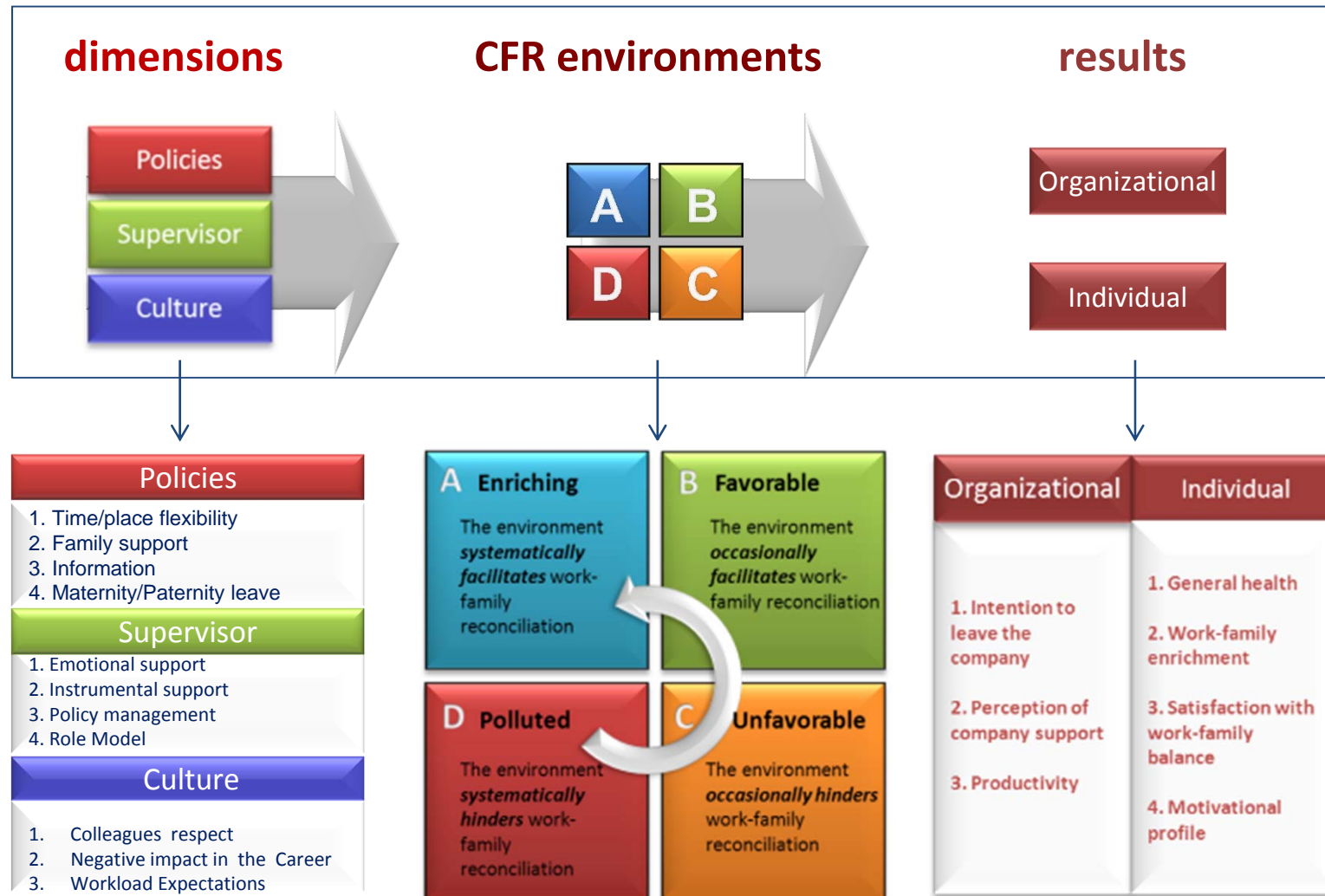
- ✓ Make a **diagnosis** of the current situation of the **World** regarding the integration of work, personal and family life of their employees, with the aim to:
 - Identify the current state of **Corporate Family Responsibility**.
 - Demonstrate the impact that policies, leadership and culture have on health, the intention of leaving the company, motivation and satisfaction of the employees.
 - Learn about the **perception** the company **personnel** has of them.
 - **Identify the brakes and drivers** capable of producing changes in the organization's culture.

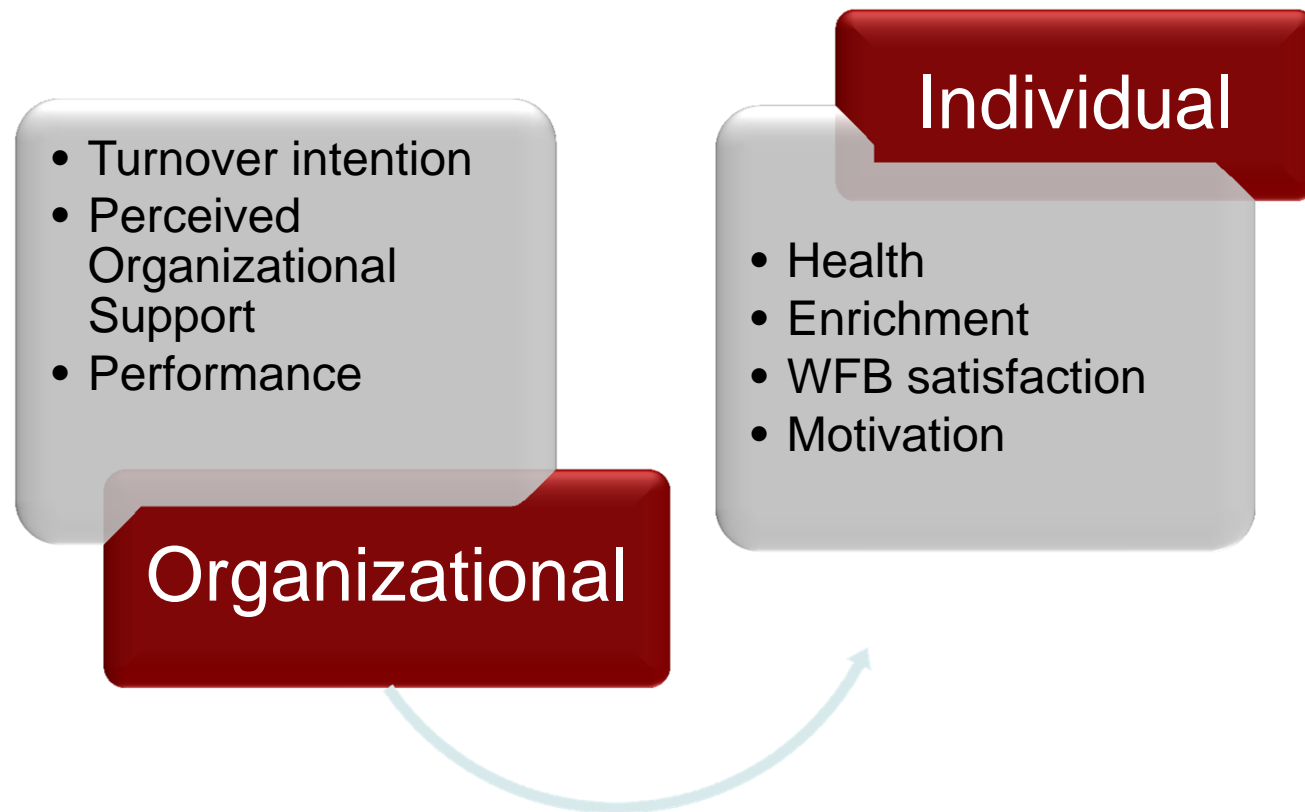
- ✓ **Transversal Work Model that includes top-down and bottom-up:**
 - Studies the dissemination of policies, practices and leadership in the company's environments.
 - Contrasts the information provided by collaborators with that of the managers' perceptions.
 - Shows the impact that Corporate Family Responsibility (CFR) has on people and the results of the organization.

- ✓ **Methodology:** involves people in all company levels:
 - **Executive:** the objective is to understand how managers perceive CFR and its relationship with the strategy and sustainability of the business, as well as the difficulties encountered when leading their teams.
 - **Operative:** to understand to what extent the working environment facilitates work-family reconciliation, depending on the personal and professional needs and expectations.



Model Lay Out



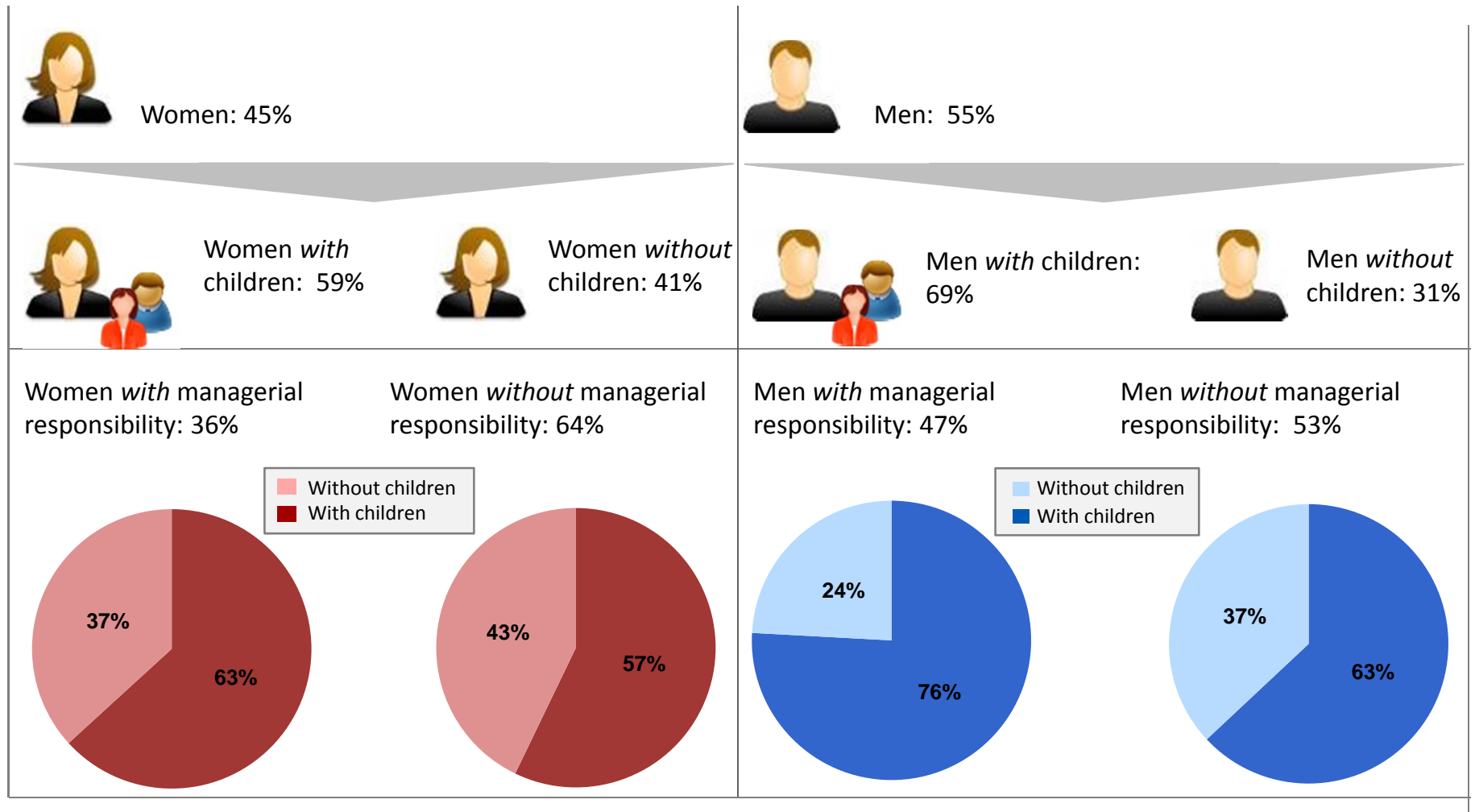


Data from 23 countries



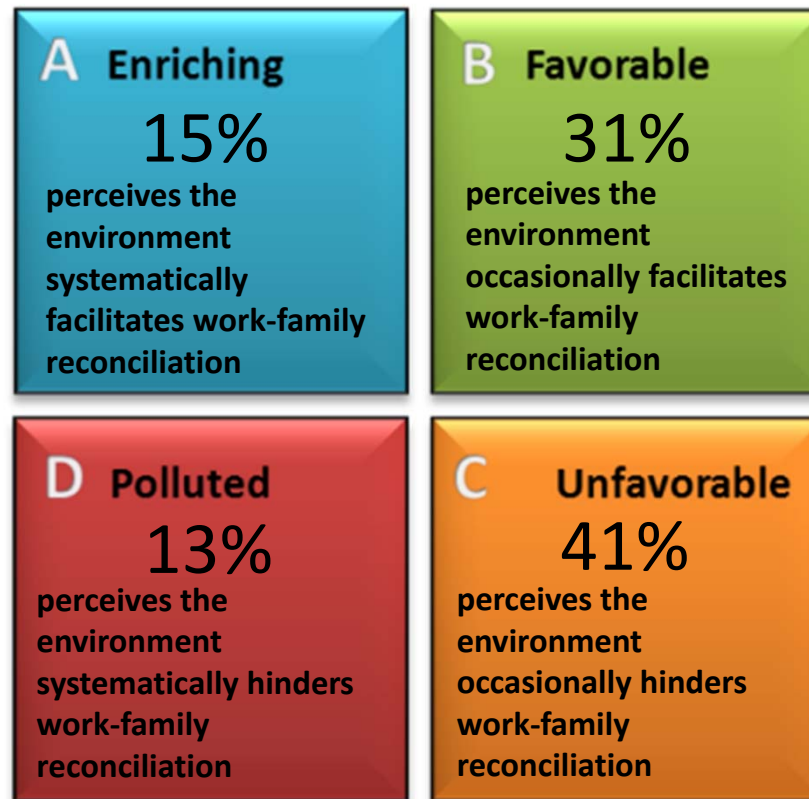


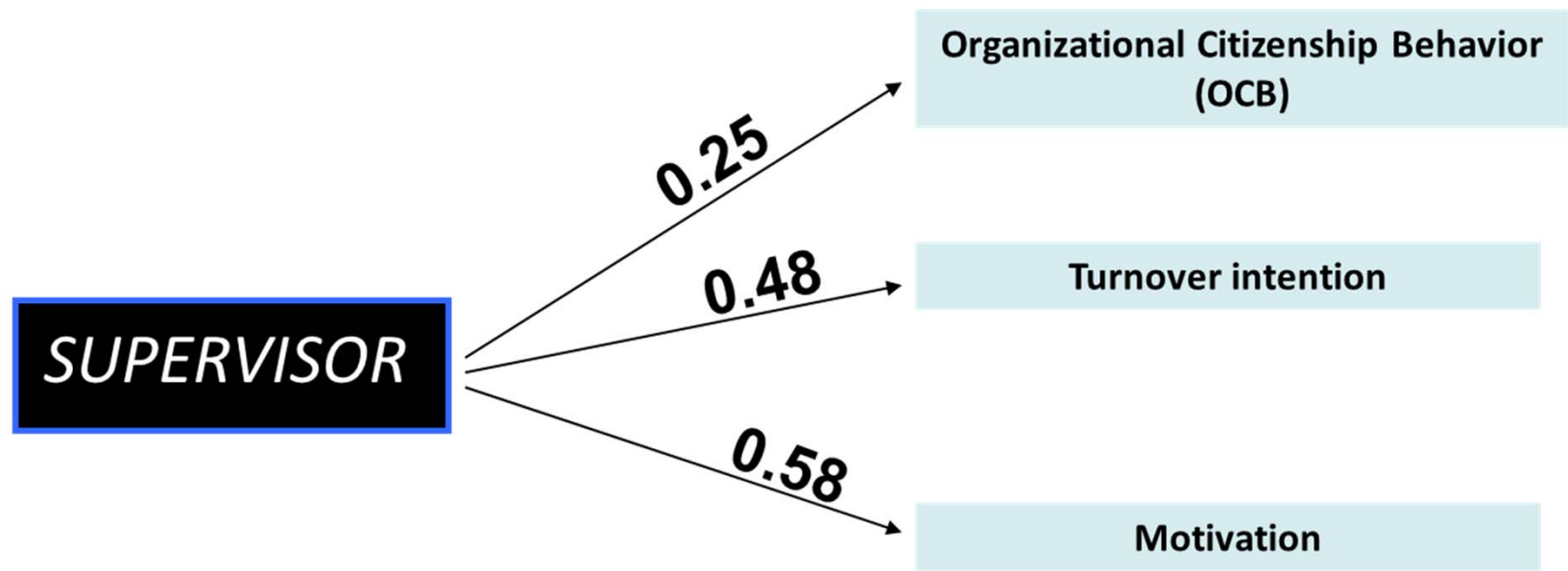
Sample WORLD



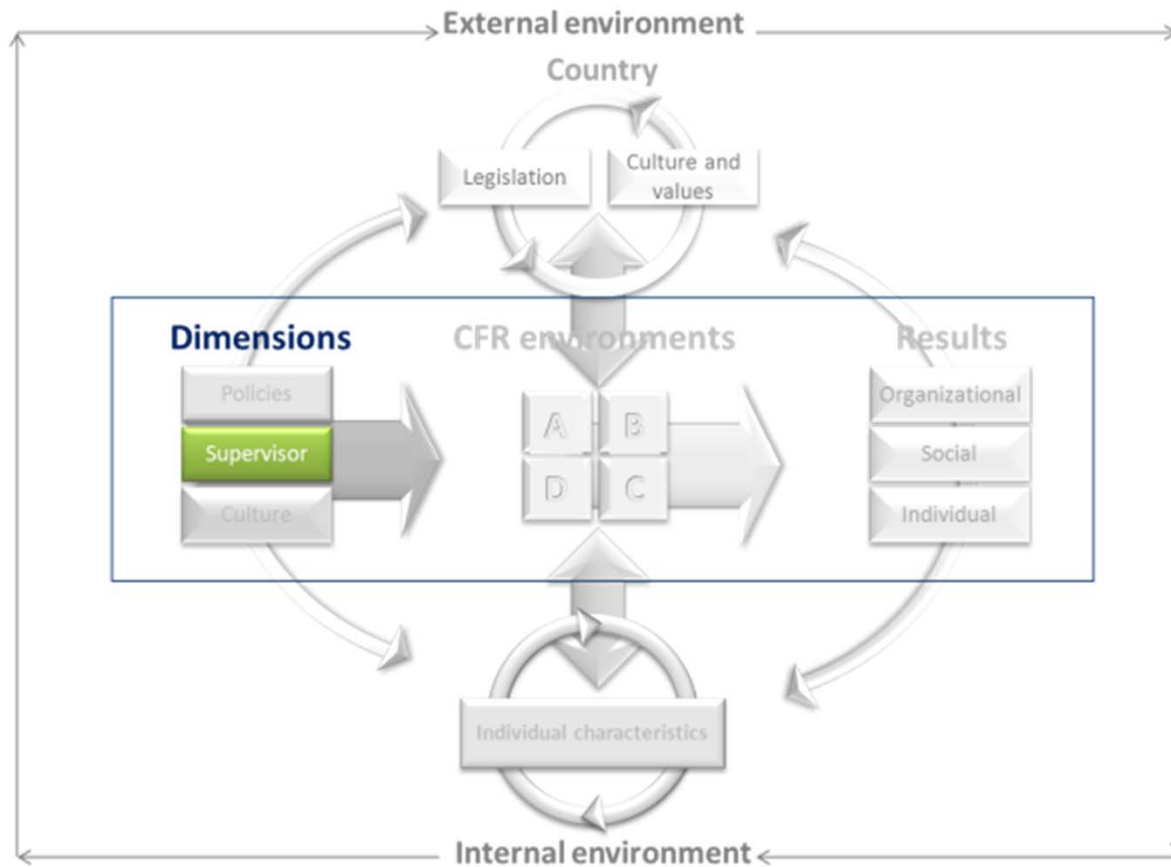
N= 17237

Work environment perception *WORLD IFREI*





Corporate Family Responsibility



Leadership

Supervisor

1. Emotional support
2. Instrumental support
3. Policy management
4. Role Model

Leadership

Emotional support

- Knows how to listen to professional and personal problems
- Dedicates time to know the personal needs
- Builds trust to speak and effectively resolve professional and personal conflicts

Policy management

- Organizes the department so that it benefits both the employees and company

Instrumental support

- Builds trust to solve possible professional and personal conflicts

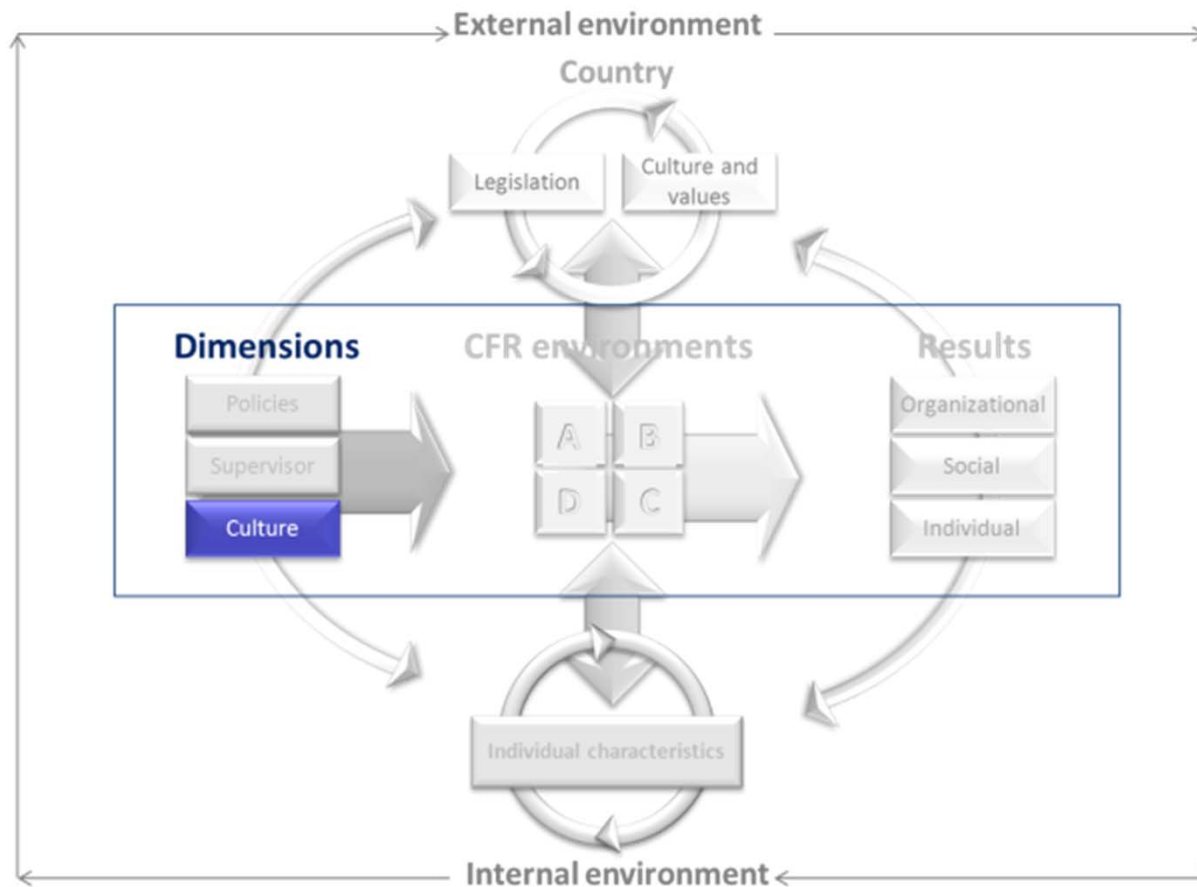
Role Model

- Is a good reconciliation role model on and off the job

The manager who fosters Corporate Family Responsibility:

- ✓ Takes care of the family demands of their collaborators
- ✓ Respects personal freedom
- ✓ Supports and facilitates work-family-personal life integration
- ✓ Encourages the practice of Corporate Family Responsibility
- ✓ Is open and sensitive to reconciliation

Corporate Family Responsibility



Culture

Culture

1. Co-worker respect policies CFR
2. Impact Career Path
3. Expectations workload and working hours

Co-worker leave of absence respect

- Co-workers respect maternity and paternity leaves

Negative consequences on the career

- To participate in CFR programs is perceived as a lack of career commitment
- To reject a promotion or transfer for family reasons jeopardizes career development
- Using flexible working schedule hinders career advancement

Workload and working hours expectations

- One must work more than the established hours in order to advance
- It is expected that one puts work before family and personal life

Corporate Family Responsibility

culture favors work-family-personal life integration:

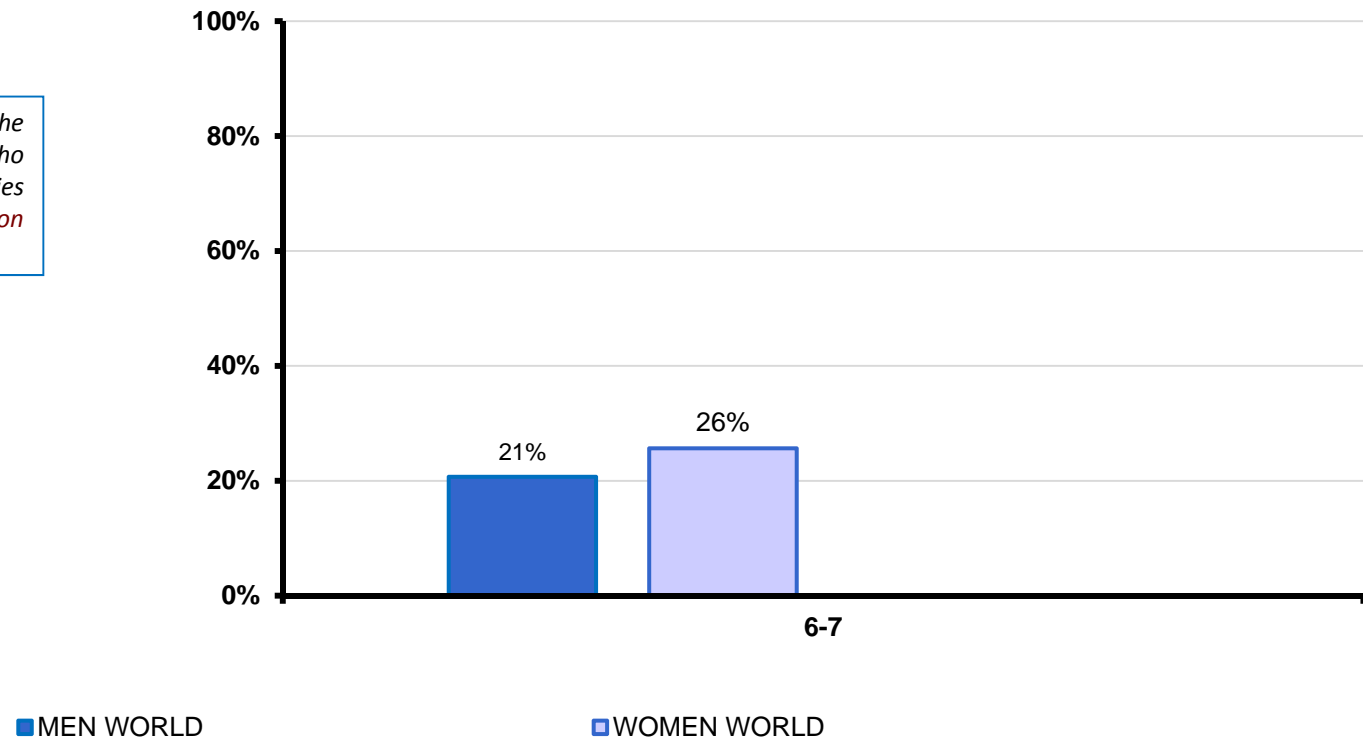
- ✓ **Values people** who make use of flexibility policies for their contribution to the company, without penalizing them for their use.
- ✓ **Respects people's workloads**, avoids creating the expectation that people must constantly put work before family.

The “Corporate Family Responsibility Culture” chart refers to the following questions in the questionnaire on **negative consequences**:

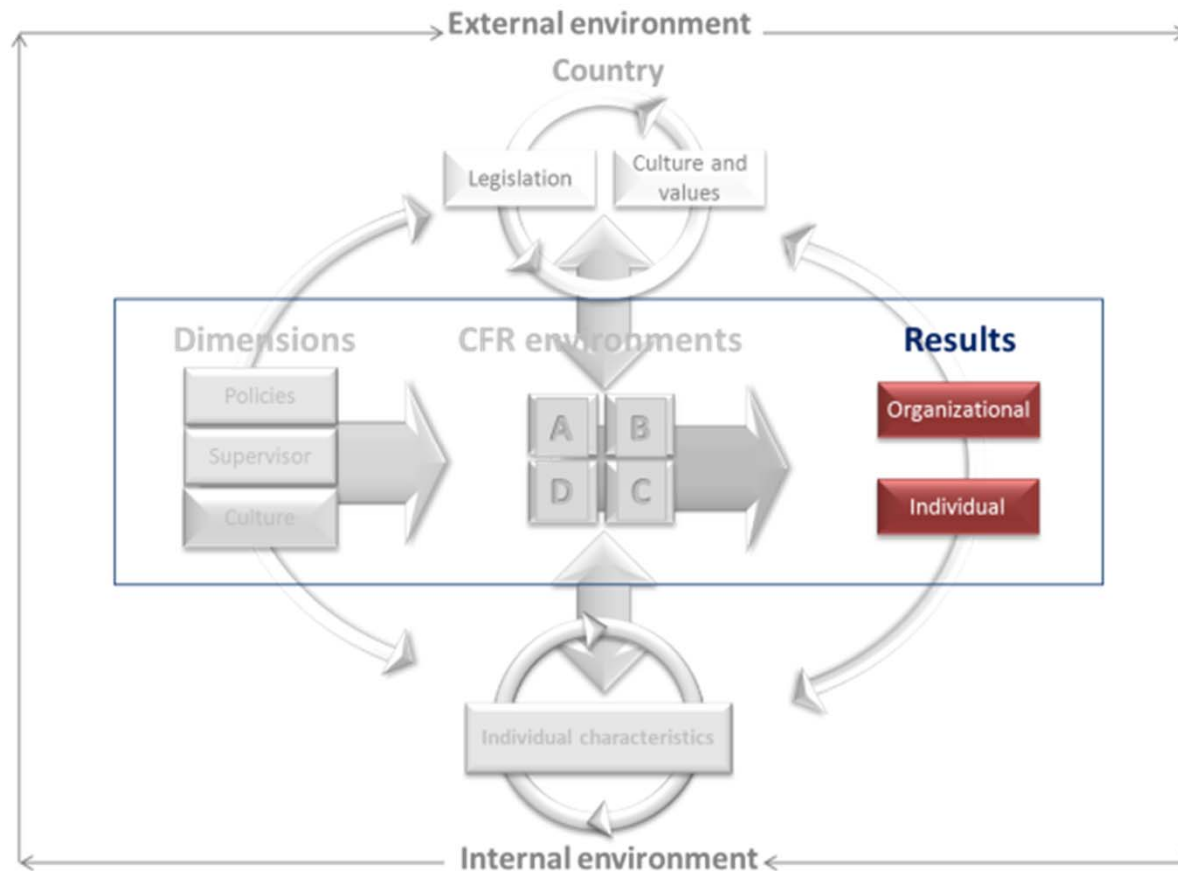
Do you agree with the following statements?

- In this organization, employees who participate in available programs (e.g. part-time or job-sharing) are perceived as less committed to their career development than those who do not participate in these programs
- To refuse a promotion or transfer for family reasons, severely damages career development in this organization
- In this organization, employees who use flextime are less likely to advance in their careers than those who don't use it

NOTE: This chart shows the percentage of collaborators who perceive that the use of CFR policies *does not have a negative impact on their careers*.



Corporate Family Responsibility



Results

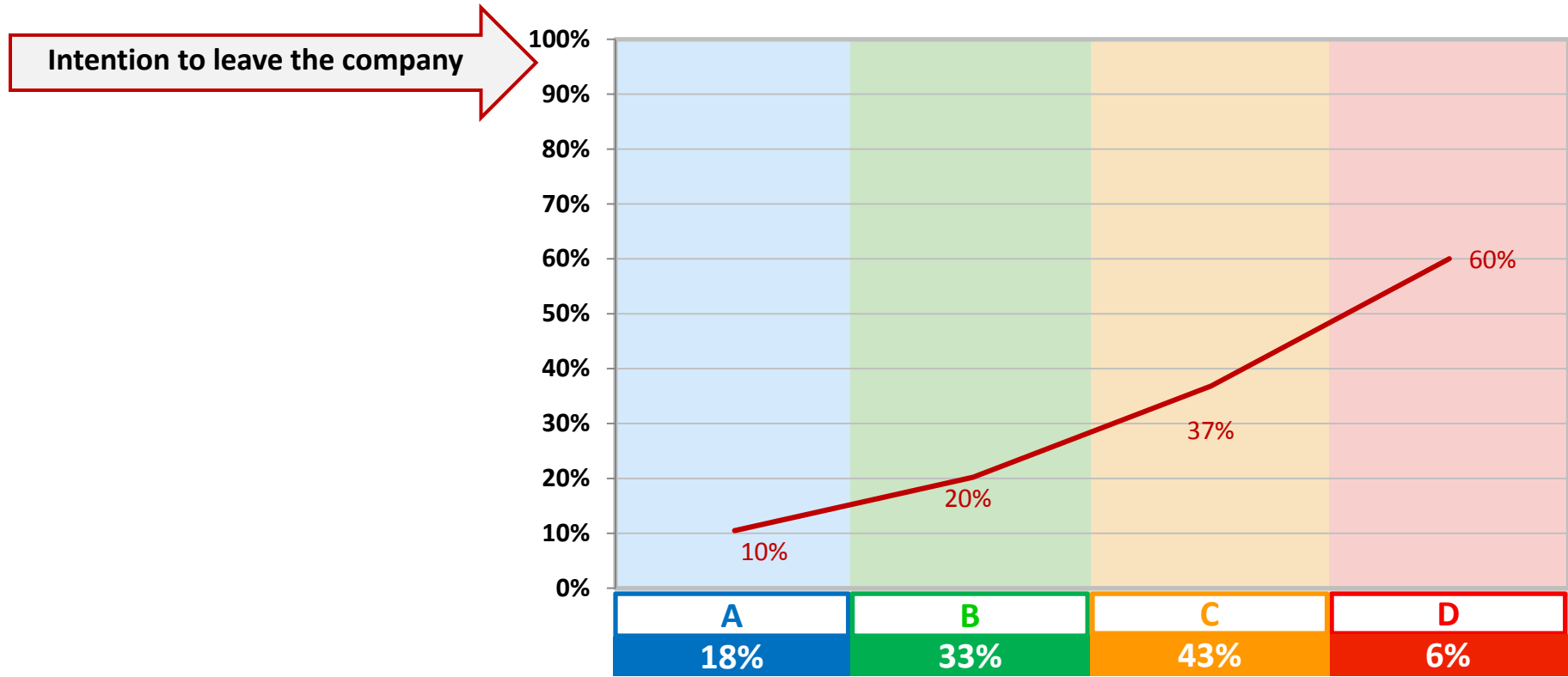
Organizational	Individual
1. Intention to leave the company	1. General health
2. Perception of company support	2. Work-family enrichment
3. Productivity	3. Satisfaction with work-family balance
	4. Motivational profile

Intention to leave the company

The charts refer to the following questions in the questionnaire:

Do you agree with the following statements?

- I would prefer another more ideal job than the one I have now.
- If it was up to me, in three years I would not be in this organization
- I frequently think of quitting my job.

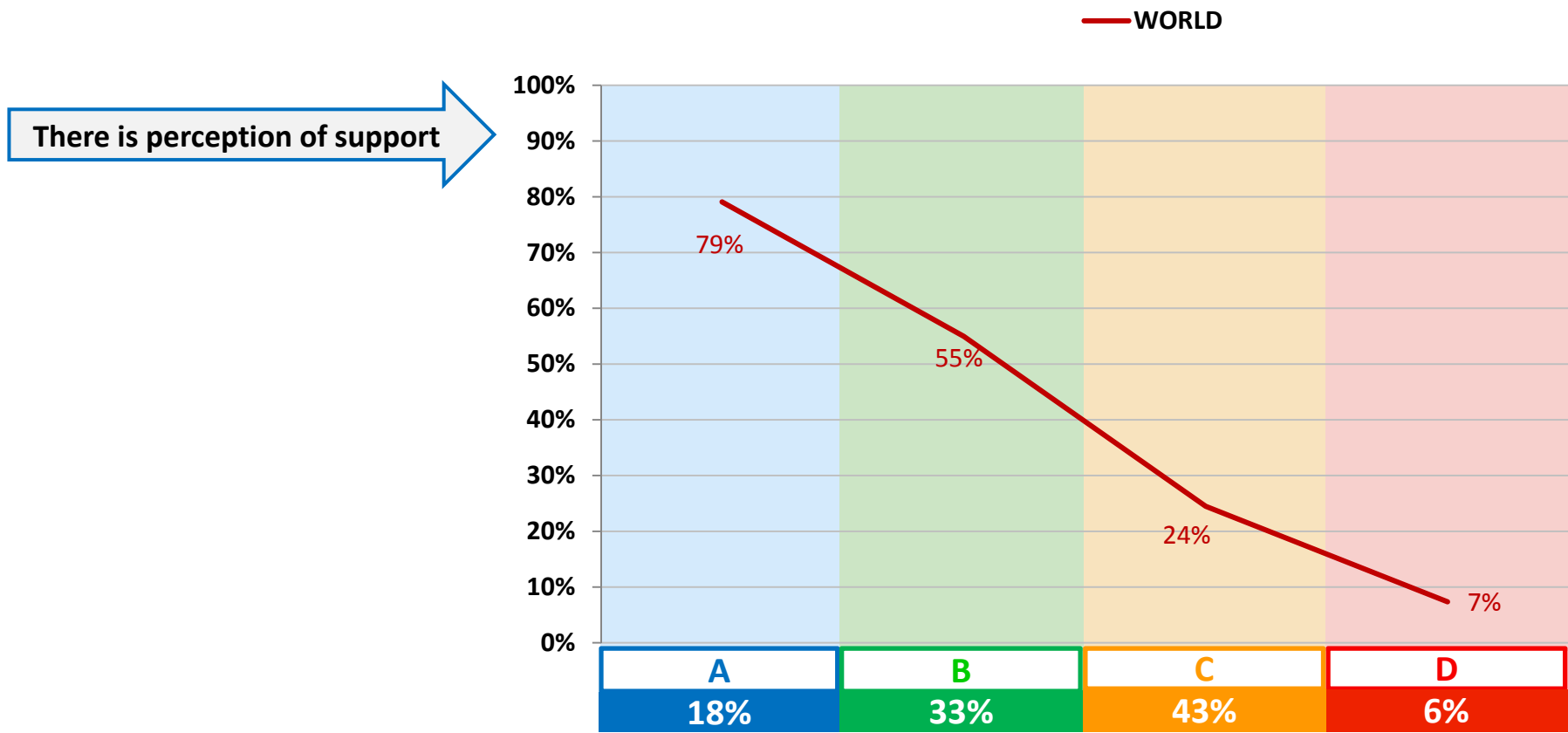


Perception of company support

The charts refer to the following questions in the questionnaire:

Do you agree with the following statements?

- When I have a problem the organization tries to help me.
- The organization is sincerely concerned about my well-being.
- The organization takes my opinion seriously.
- The organization is concerned about my overall satisfaction at work.



General health

It is a person's well-being. The bigger negative tensions are between work and family environments, the greater the physical and mental deterioration. On the contrary, reconciliation improves social relationships and dampens problems.

Family-work enrichment

The level in which experience is gained through one role improves the quality of life of the other. It focuses on the obtained skills from work that can be applied in their family role. Similarly, the obtained skills at home improve performance as an employee.

Satisfaction with work-family balance

The person's satisfaction level with time devoted to their work and family care, and the degree of satisfaction in which both fit together in a balanced way. It helps in providing the resources to do the job in autonomous and flexible way.

Motivational profile

People are motivated by extrinsic, intrinsic, or transcendent reasons. The motivational quality and criteria followed for decision-making are determined by the stimulation, enjoyment of work, or helping others.

An enriching and favorable environment has a positive impact on persons, particularly with:

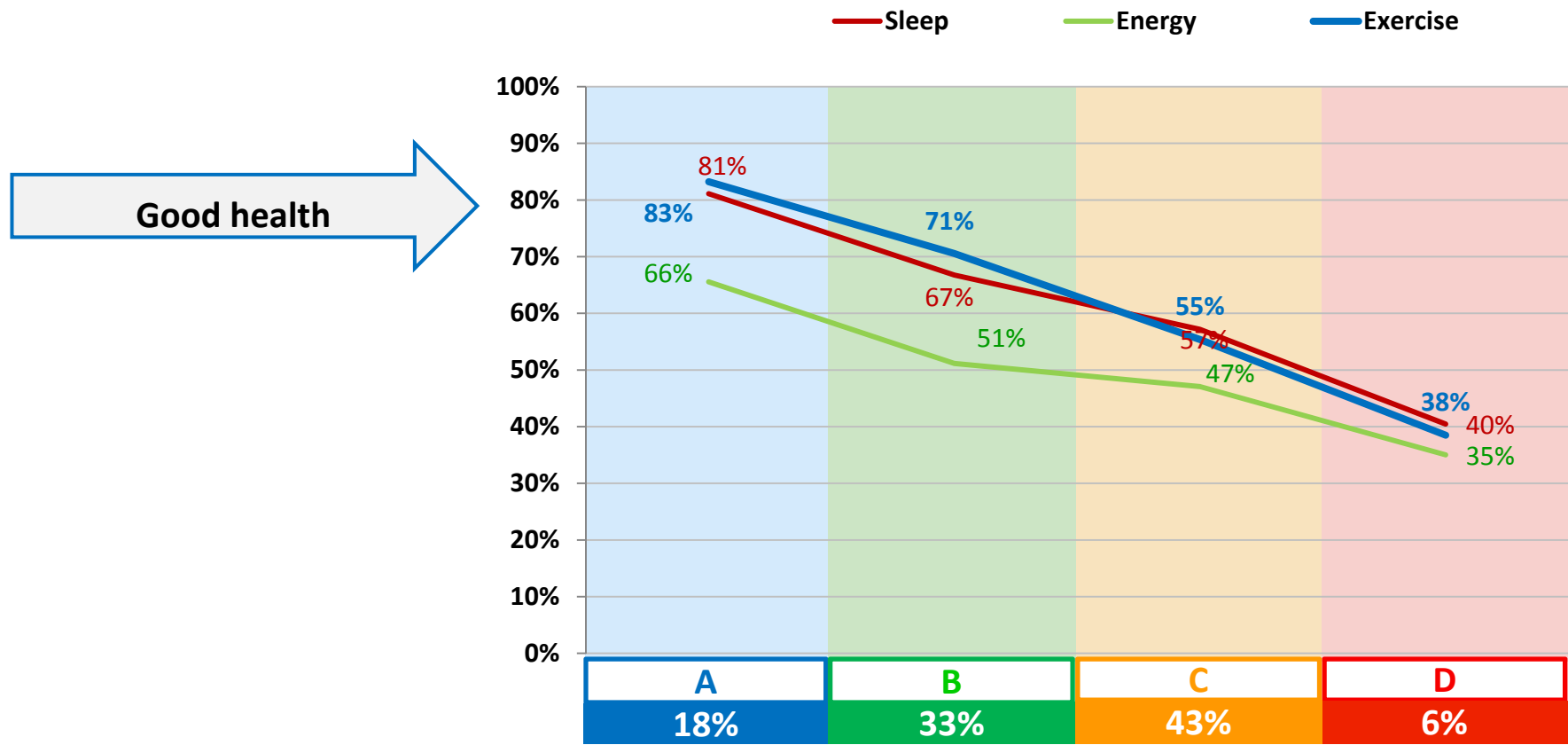
- Less absenteeism
- Better health and productivity
- More interpersonal skills at work
- More confidence in abilities
- More ability to multi-task
- More understanding of others
- More interpersonal skills

Exercise, Sleep and Energy

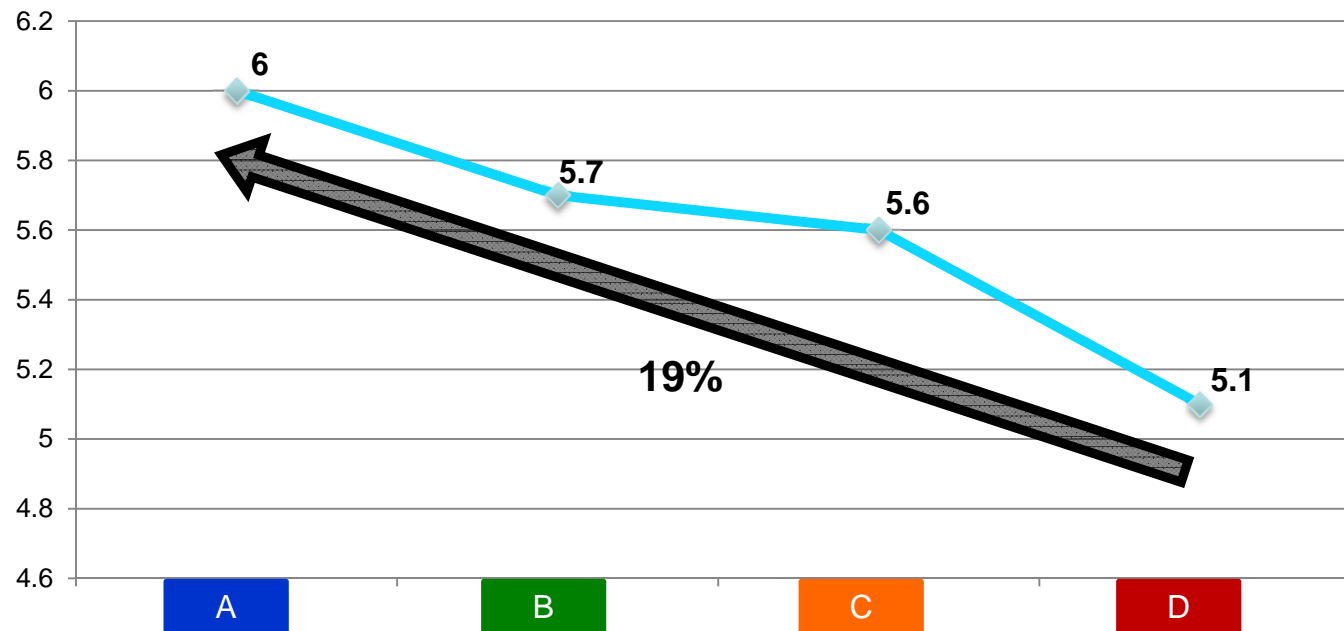
The charts refer to the following questions in the questionnaire:

Do you agree with the following statements?

- I sleep well at night. (SLEEP)
- I get enough physical exercise during the week. (EXERCISE)
- When I get home from work, I have enough energy to carry out my family or personal responsibilities. (ENERGY)



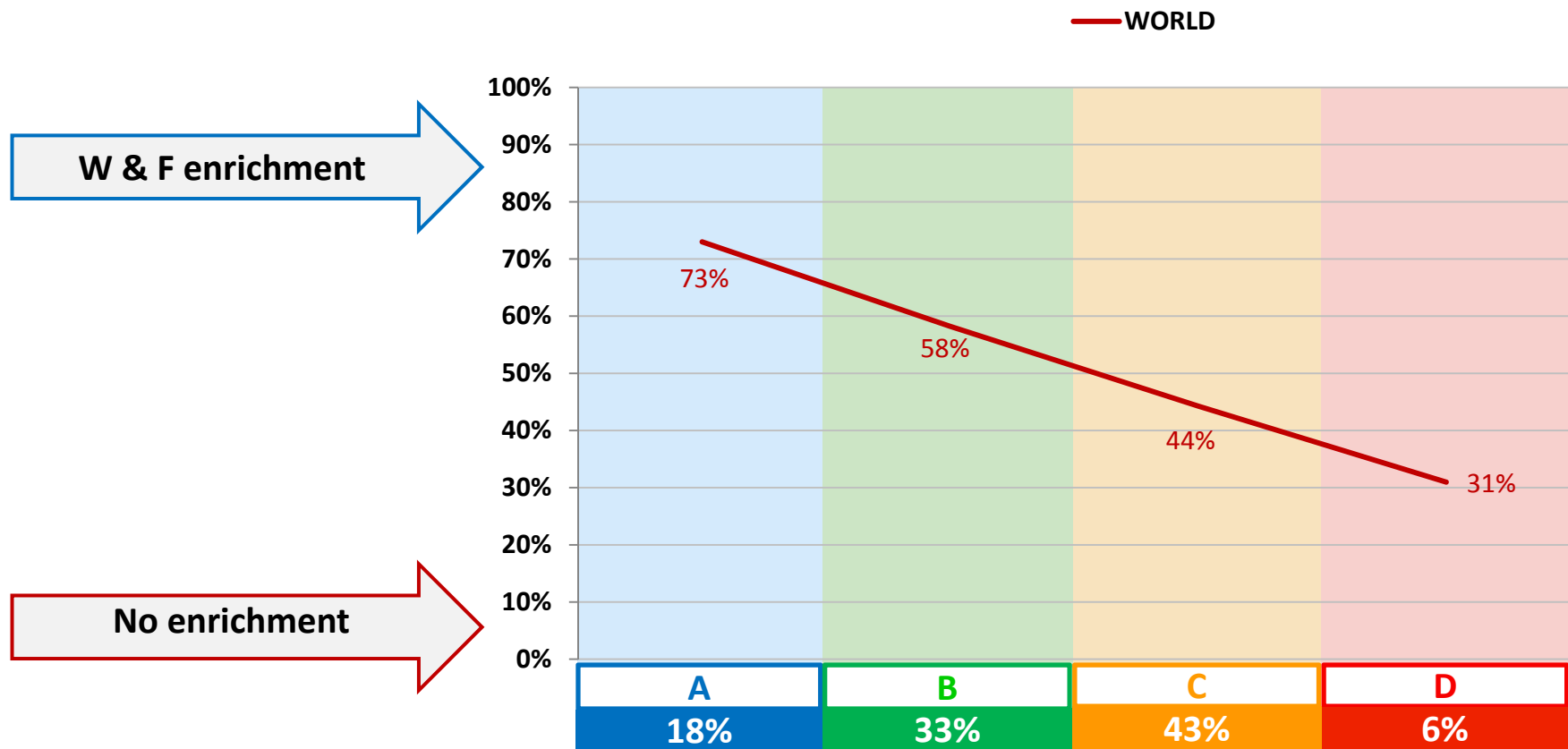
PERFORMANCE



The charts refer to the following questions in the questionnaire:

Do you agree with the following statements?

- The fulfillment of my work responsibilities has enriched the interpersonal skills needed to succeed at home.
- Overcoming obstacles at work has given me confidence in my abilities at home.
- Multi-tasking at work has improved my ability to multi-task at home.
- To be involved at work has helped me understand my family better.

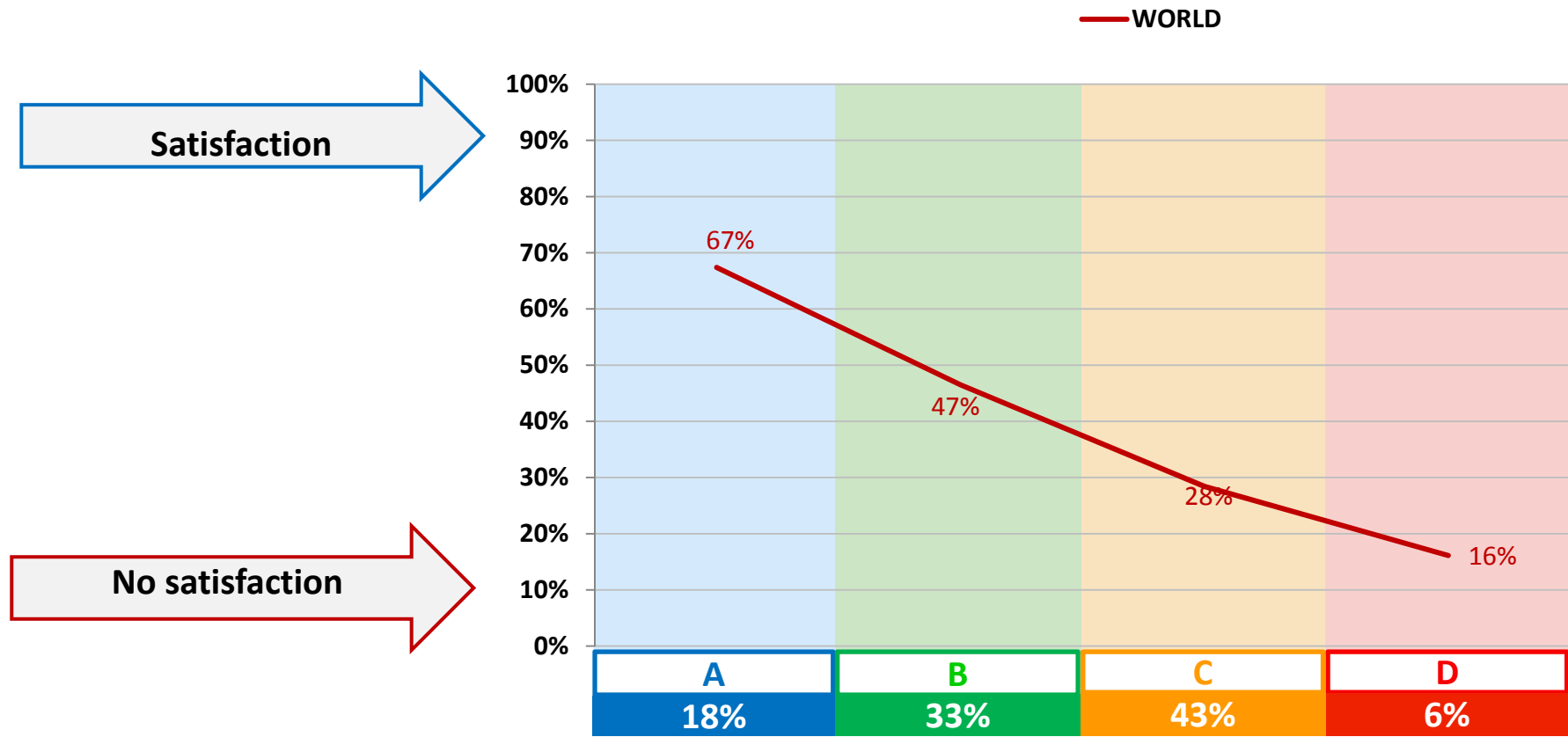


WF Balance satisfaction

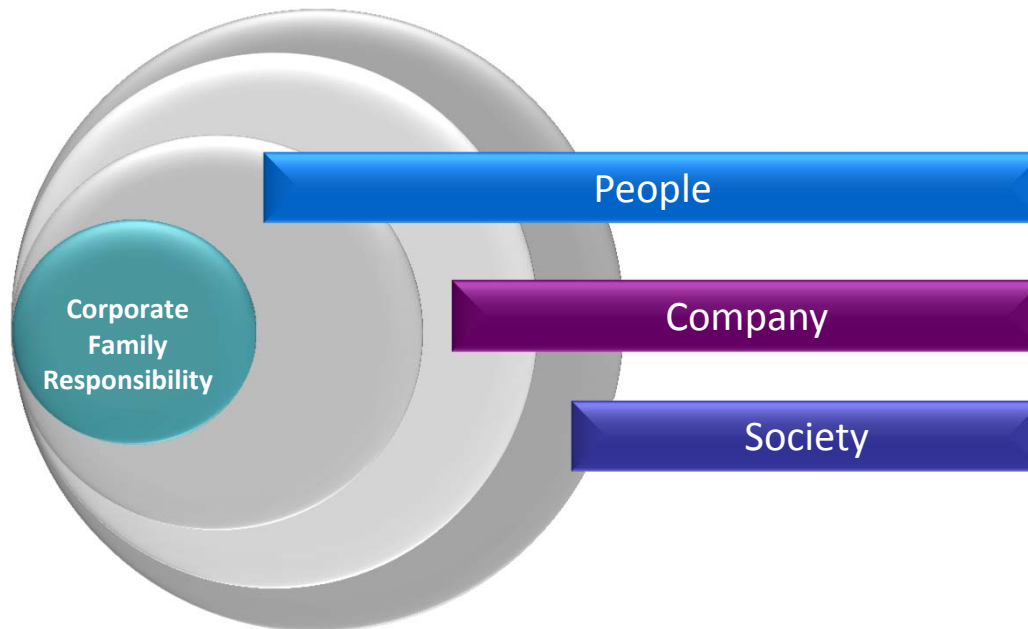
The charts refer to the following questions in the questionnaire:

Do you agree with the following statements?

- The way in which you divide your time between work, family and personal life.
- The way in which you divide your time between work and home.
- The way in which your personal and family life fit together and integrate.
- Your ability to reconcile work with personal and family needs.
- The opportunity you have to carry out your work and family obligations well.



The Corporate Family Responsibility of a company supports the integration of work, family and personal life of collaborators and provides the flexibility, both in time and in place. Providing professional support, services and family benefits beyond economic compensation. It has a positive impact on:



- **People**, by allowing them organize their working time so that it does not interfere or hinder family responsibilities. They tend to reduce the commuting time and, therefore, favor productivity.
- **The company** by offering longer hours of public service, lowering expenses due to absenteeism, and having more people engaged in their work. They are necessary and particularly relevant in industries or sectors undergoing changes in products or give constant and rapid service, where the added value of employees is greater
- **Society** by helping the reduction of environmental pollution due to the lower number of commuters. Costs in health services are also reduced, since Corporate Family Responsibility helps reduce stress and other related diseases. It has a positive impact also on the education level of the country since parents can become more involved in the education of the children, resulting in more scholastic achievements and the decrease of addiction and crime.

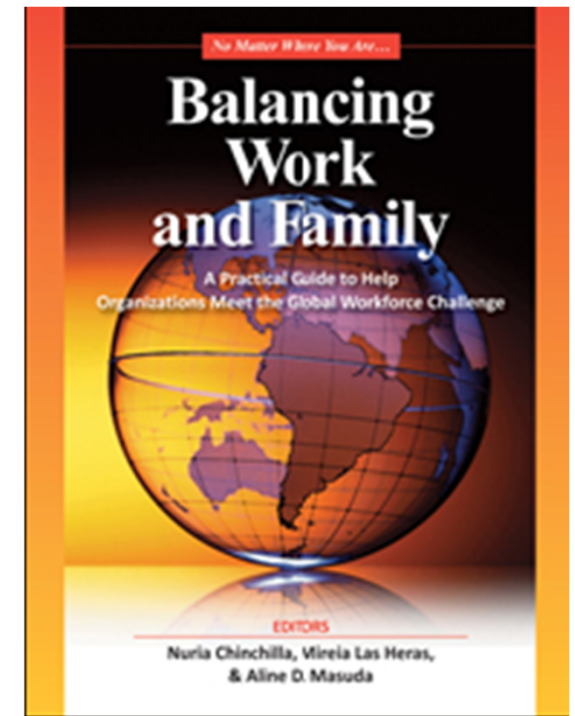
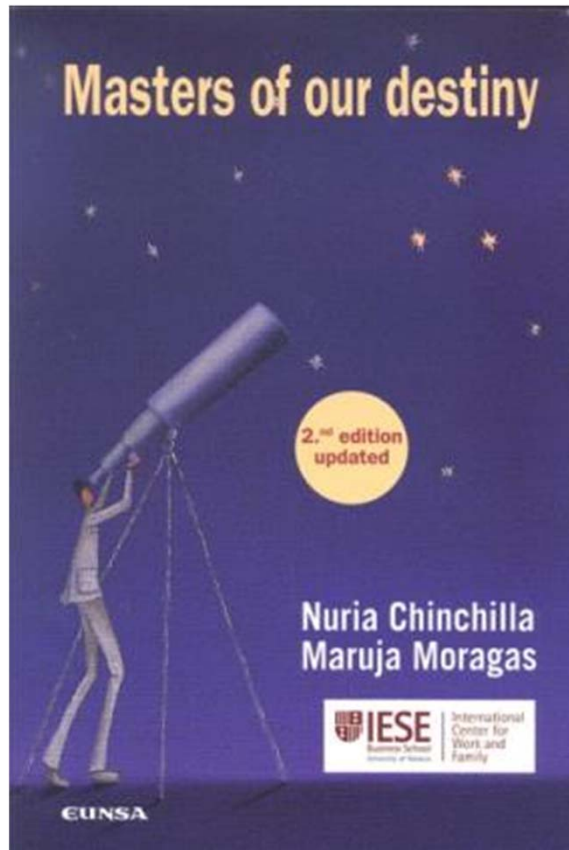
Partners (I)

 <p>IAE Universidad Austral Argentina</p>	 <p>Instituto Superior de Empresa Brazil</p>	 <p>Work & Family Foundation Canada</p>	 <p>ESE BUSINESS SCHOOL Universidad de los Andes</p>	 <p>University of Macau China</p>	 <p>Universidad de la Sabana Colombia</p>
 <p>La Empresa y la Familia Costa Rica</p>	 <p>IDE BUSINESS SCHOOL Instituto de Desarrollo Empresarial Ecuador</p>	 <p>Fundación Empresas El Salvador</p>	 <p>Universidad del Istmo Guatemala</p>	 <p>ELIS Italy</p>	 <p>Politecnico Milan Italy</p>

Partners (II)

 <p>Strathmore Business School Kenya</p>	 <p>IPADE Universidad Pan-Americana Mexico</p>	 <p>Eramus University Rotterdam Netherlands</p>	 <p>The University of Waikato New Zealand</p>	 <p>Lagos Business School Nigeria</p>	 <p>Escuela de Dirección Universidad de Piura Peru</p>
 <p>University of Asia and the Pacific World</p>	 <p>AESE Escola de Direcção e Negócios Portugal</p>	 <p>Universidad Monteávila Venezuela</p>	 <p>School of Human Resource Management Canada</p>		

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