



Center for
Creative
Leadership
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WorkLife Indicator™

Increasing Your Effectiveness On and Off the Job

Group Profile Report

Prepared for Sample Organization

12 July 2012

Number of Respondents = 47

Center for Creative Leadership
In conjunction with Ellen Ernst Kossek, Ph.D.

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WorkLife Indicator: Increasing Your Effectiveness On and Off the Job

The Center for Creative Leadership gratefully acknowledges the contribution of the following individuals whose work and dedication made the WorkLife Indicator possible:

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WorkLife Indicator Scores

Each WorkLife Indicator dimension is described in the table below. The percentages in the chart represent the percentage of people in this group who had low, mid or high scores (as compared to a database of other individuals who have used this assessment). The number under the percentage is the number of individuals included in the total.

| | Dimension | Low | Mid | High |
|------------------|--|-----------|-----------|-----------|
| | CCL Database | 25 % | 50 % | 25 % |
| Behaviors | Family Interrupts Work – Behaviors allow family responsibilities and relationships to interrupt work life. | 11% 5 | 43% 20 | 47% 22 |
| | Work Interrupts Family – Behaviors allow work responsibilities and relationships to interrupt personal life. | 6% 3 | 36% 17 | 57% 27 |
| Identify | Work Focused – Degree of identification and investment in work. | 13% 6 | 64% 30 | 23% 11 |
| | Family Focused – Degree of identification and investment in family. | 23% 11 | 57% 27 | 19% 9 |
| Control | Boundary Control – Feel in control of how the boundaries between work life and personal life are managed. | 49% 23 | 13% 6 | 38% 18 |

Description of Profiles

The Behaviors factor describes the degree to which one combines or separates the tasks associated with work and those associated with one's personal life. This factor has two dimensions: Family Interrupts Work and Work Interrupts Family. These dimensions indicate the extent to which one allows one's work and family lives to interrupt each other.



Integrators blend work and personal tasks and commitments. They allow work to interrupt family time or family to interrupt work time or both. They keep up with business calls, texts, or e-mails at sporting events or on vacation. They may also use technology to help a school-age child with homework, or plan a social event with a friend while in the office. Integrators weave work and personal activities together throughout the day.



Separators keep work and personal tasks and commitments separated into defined blocks of time. They like to focus on work when on work time, and family when on family time. If they have to attend to a personal matter during the workday, they are likely to schedule it at the beginning or end of the day or handle it during a break or lunch hour. Separators use physical space, their schedules, and their mind-set (home is home and work is work) to keep aspects of their life separated. They have clearly established boundaries protecting work time and family time.



Work Firsters allow work to interrupt family. These are the people who are actively involved with business calls, texts, or e-mails at sporting events or on vacation. Many Work Firsters regularly use technology that keeps them connected to work. They focus on work when on work time, and allow work to interrupt family time. They have clearly established boundaries protecting work time, but not around family time. Their behavior suggests that work time takes precedence over family time.







Family Firsters allow family to interrupt work, but do not allow work to interrupt family time. They use technology to stay connected with family while at work. For example, they may use e-mail to help a child with homework or to schedule a doctor's appointment while at work. They have firm boundaries protecting family time, but allow work time to be interrupted. Their behavior suggests that family time takes precedence over work time.



Cyclers switch back and forth between cycles of either highly integrating family and work followed by periods of intentionally separating them. They follow established, ongoing rhythms of mixing work and family followed by distinct separating of work and personal life to enable focus. Like the tax accountant who focuses on work from January through April, the cycler may then try and compensate for sometimes missing personal or family events, or simply to catch up with all that has piled up on the personal front while still trying to do his or her job.

Distribution of Profiles

The results below reflect the types of profiles represented in this group.

| Behaviors | | Percentage of Respondents | Number of Respondents |
|---|-----------------|---------------------------|-----------------------|
|  | Integrators | 66% | 31 |
|  | Separators | 2% | 1 |
|  | Work Firsters | 2% | 1 |
|  | Family Firsters | 4% | 2 |
|  | Cyclers | 26% | 12 |

Description of Profiles

The Identity factor describes the degree to which one identifies with and invests in work and family roles. This factor has two dimensions: Work Focused and Family Focused. If one is work focused, this means that one thinks of oneself primarily in terms of one's profession or career. If one is family focused, it means that one thinks of oneself primarily in terms of one's family roles. It is possible to score high in both areas (Dual Focused) or to score low in both (Other Focused). If one is dual focused, it means that one is equally invested in both work and family roles at the same time and does not place one identity above the others. If one is Other Focused it means one has a central interest that may not necessarily involve work or family.



Work Focused individuals identify with and invest themselves primarily in their work roles. They structure their lives to give their best energy to their work role.



Family Focused individuals identify with and invest themselves primarily in their family roles. They structure their lives to give their best energy to their family role.







Dual Focused individuals identify with and invest themselves equally in *both* their work and their family roles. They give their energy equally to work and family.



Other Focused individuals have a primary identity and investment in life interests that do not necessarily pertain directly to work or family, such as athletics, community, a side job, a hobby, or volunteering. They may invest a lot in family, work, or both roles, but are careful to protect time and energy to devote to an important interest outside the family or work domain.

Distribution of Profiles

The results below reflect the types of profiles represented in this group.

| Identity | | Percentage of Respondents | Number of Respondents |
|---|----------------|---------------------------|-----------------------|
|  | Work Focused | 32% | 15 |
|  | Family Focused | 28% | 13 |
|  | Dual Focused | 40% | 19 |
|  | Other Focused | 0% | 0 |

Description of Profiles

This factor has one dimension: Boundary Control. This dimension indicates the degree to which one feels in control of managing the boundaries between work life and family life. It addresses how much influence one has over where, how, and when they spend their working time and how much influence one has managing family responsibilities. Boundary Control is the only factor on which a higher score is better.



High Boundary Control – Individuals with high boundary control feel in control of how they divide their time and attention between work and family. They decide when to focus on work, when to focus on family, or when to blend the two.



Midlevel Boundary Control – Individuals with a moderate amount of boundary control feel somewhat in control of how they divide their time and attention between work and family. They sometimes decide when to focus on work, when to focus on family, or when to blend the two, but there are times when they feel they have no choice.



Low Boundary Control – Individuals with low boundary control do not feel that they are in control of how they divide their time and attention between work and family. They do not decide when they focus on work, when they focus on family, or when they blend the two. In most cases, these limitations are established by the type of job they have, their personal circumstances, or both.

Distribution of Profiles

The results below reflect the types of profiles represented in this group.

| Control | | Percentage of Respondents | Number of Respondents |
|---|---------------------------|---------------------------|-----------------------|
|  | High Boundary Control | 38% | 18 |
|  | Midlevel Boundary Control | 13% | 6 |
|  | Low Boundary Control | 49% | 23 |