



## The Rosabeth Moss Kanter Award for Excellence in Work-Family Research

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# 2018 Research-to-Practice Takeaways

Prepared by the  
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**Managers could increase the well-being and engagement of their teams by reaching a deeper understanding of the motivations and issues experienced by team members.**

- 1:** Employees with LGB families experience an additional level of work-life conflict in many organizational environments. Insightful managers who are aware of these conflicts can take proactive steps to reduce stigma and demonstrate inclusion and support.
- 2:** Employees with prosocial motivation – those who have positive feelings about helping others – are more likely to find that helping their co-workers carries over to helping spouses at home, though there may be a loss of this positivity when their workday is lengthened by the time required to assist others at work. Employees without prosocial motivation experience only the loss of family time, if longer days are required to help others. Managers who wish to create a helping culture are wise to consider its work-life consequences, and ensure that helping others does not have to result in a longer workday. These findings confirm the value of allowing employees flexibility and autonomy in managing their time.

**If business leaders better understood the long-term interplay of work-life integration, culture, social class and diversity, they would see the imperative for strong work-life and diversity policies, programs and work practices.**

- 3:** Work-life support is essential for lower income employees and single parents – and single mothers in particular, since they are more likely than single fathers to experience job instability and low income in their careers. Child care support is especially critical for this population.
  - 4:** Although work-life supportive programs are important for women to advance, they cannot replace other targeted efforts to reduce gender inequalities. Providing work-life supports without proactive initiatives to address gender diversity could actually reduce women's chances of advancement.
  - 5:** Racial diversity initiatives must continue to grow and strengthen. Black employees in the U.S. are less likely than white employees to have a high-prestige career combined with having a partner and children, and black women are more disadvantaged than black men.
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## Diversity and work-life training should be more rigorous.

6: Update and extend diversity and work-life training to offer new areas of focus:

- Understanding and appreciating the diverse values of team members, especially concerning motivation and life balance
- A deeper awareness of how LGB employees may experience the work environment, with actionable strategies for managers to support them
- A greater understanding of the work and life challenges of single parents, and the differences between the experiences of single mothers and single fathers
- The synergy of work-life support and women's advancement initiatives, and competencies to manage these initiatives effectively
- Increased depth in racial diversity training, including development of competencies in communication and unconscious bias
- Greater understanding of the links between personal health, well-being, and employee engagement, with actionable strategies and work practices to support employee needs. Awareness that in some cultures, longer work hours may result in health challenges.

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### The Rosabeth Moss Kanter Award for Excellence in Work-Family Research

The Kanter Award raises awareness of excellent work-family research, fosters debate about standards of excellence, identifies the best of the best studies on which to base future research and outlines specific implications of the research for work-life and human resource professionals.

Awarded by The Center for Families at Purdue University and  
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and the Work and Family Researchers Network

Named in honor of Rosabeth Moss Kanter, who has been identified as the most influential contributor to modern literature on work and family, the Kanter Award is given for the best research paper(s) published during the year. The rigorous award process involves a minimum of 60 scholarly reviewers from all over the world who decide on the Kanter winners from among over 2500 articles published in over 80 scholarly journals. No applications or nominations are accepted. This award raises awareness of excellent work-family research, fosters debate about standards of excellence, identifies the "best of the best" studies on which to base future research and outlines specific implications of the research for work-life and human resource professionals.

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