

every
woman
WORKBOOK

WORK-LIFE
INTEGRATION:
HOW TO GET
IT RIGHT



Imagine life as a game in which you are juggling five balls in the air – work, family, health, friends and spirit... Work is a rubber ball. If you drop it, it will bounce back. But the other four – family, health, friends, and spirit – are made of glass. If you drop one, they will never be the same.”

BRIAN DYSON, FORMER COO, COCA-COLA ¹

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About this workbook

Established in 1999, everywoman advances women in business. Our aim is to ensure women from all over the world fulfil their potential. We produce workbooks on topics that matter most to our members, and we're constantly listening to your views to give you the tools you need to kick-start your career, at a time and place that suits you.

In recent years, people would often talk about attaining a work-life balance. But this has now mutated into the more realistic work-life integration – more relevant to us all now, as work becomes less traditional. For many, the working day does not finish when you leave the office. Many of us rarely set foot in an office, as we work in remote workspaces or at home. Managers with virtual teams will connect by video and those of us who collaborate with people in different countries will often jump on a call in the evening or early morning.

The goal, then, is integration – making sure you can meet all the responsibilities you have and flourish in all your roles as a modern working woman. Guilt and perfectionism are the enemy. Planning – and knowing what success is for you – are your friends.

In this workbook we show you how to take control of your work-life balance, starting with exploring what you want – and, crucially, how that feels – so you can translate that into reality. Exercises throughout will help you focus on your real needs, while tools such as goal and boundary setting and effective negotiation will help you to meet them with clarity and power. You'll also learn the secrets to really managing time and energy effectively – whether at home, at work or integrating the demands of both.

And while you are getting aligned with your own work-life integration, you can lead at work, too. The final part of the workbook looks at ways to empower your team to greater balance, and discusses how companies are increasingly recognising the value of providing more supportive environments for greater work-life integration.

So... think you haven't got time to complete this workbook? Think again. As our everywoman expert says, "Start as you mean to go on by carving out time to think through where you are and where you'd like to be." We promise it will pay dividends. Let us know how you get on. Good luck!

We'd love to know how you get on with this workbook. Share your experience with karenmax@everywoman.com. Good luck!

Maxine & Karen
and the everywoman team

A clear vision

Work and home are not separate entities, they are all part of the one life we have and the ideal is to love them both. Pressures with either, however, can lead to stress and anxiety, and often falling out of love with one or both.

“

TO HAVE SOMEONE WHO NEVER MAKES A MISTAKE, NEVER FINDS HER PERSONAL LIFE IN DISARRAY, NEVER WORRIES ABOUT WORK-LIFE BALANCE? I THINK THAT WOULD BE UNREAL.”

SOPHIE KINSELLA, NOVELIST ⁱⁱ

The goal is work-life integration and the key is to work out what is worth spending your time and energy on at any given time – bearing in mind that actual balance is illusory and never consistent anyway.

How we feel, and what's left of us once we have tackled all of our responsibilities, is another matter. Many of us, while we wouldn't change our circumstances significantly, can be left tired and on the edge of burnout.

Take control

If you are nodding along to this, take heart – it can be different. By the end of this workbook, you will have a plan to alter things so that you have a work-life

integration that works for you. Of course, sometimes the see-saw will tip one way, sometimes the other, but if you have your bases properly covered, you can integrate your many roles and responsibilities effectively. If you don't, the optimum situation will remain a vague, often unattainable, dream.

While guilt has its place in the panoply of our emotions, it is pointless in this context. How many of us lie awake at night worrying about what we should have done, how much more we could have fitted in, or perhaps, even, how we believe we have let other people down? All of these thoughts whirring around our head when we should be getting the rest we need for the next day...

Targets

How many of us set ourselves Superwoman-level targets of perfectionism when, in fact, good enough is plenty?

“The best is the enemy of the good” is a saying many struggle with, but consider what it really means. If you are clear about what needs to be achieved, stop and examine the standards you are applying. Do you need to attend that meeting? Does the costume for World Book Day have to be the best in the school? On a crazy-busy day, is a ready meal from the microwave the end of the world? Do you really have to do that piece of work yourself, or would delegating it to a colleague give them

a new experience and enhance their development?

In addition, have you explored the opportunities your place of work may offer? Some women know flexitime is available but avoid taking it up because of a culture of presenteeism, or the concern that they will somehow be relegated to the second team. Many companies now encourage open conversations that enable their employees to be agile and flexible, and some are now seeking to provide holistic support for people going through life’s big challenges. The important thing is to be open and be able to have honest conversations about the challenges you are going through.

DETERMINING YOUR IDEAL SCENARIO



EXERCISE 1

STEP 1

CREATE THE TARGET

If you are going to achieve some balance and integration, you are going to have to start the way you mean to go on - by carving out a bit of time for yourself to think through where you are and where you’d like to be.

A QUIET PLACE

Find yourself a quiet place, where you can be uninterrupted for half an hour or so.

EMPTY YOUR MIND

Start with an exercise to empty your mind of all the pressing items on your mental to-do list. Sit upright but relaxed, and take a few deep breaths - in through the nose and out through the mouth. This will start to relax you and slow the busyness of your mind. Prepare yourself for a little mental brainstorming. You may want to close your eyes.

TAKE A LOOK

First, take a look at your life in the round. Mentally list the multiple aspects of your life, both good and difficult. Balance is something you will want to achieve in every area – not just work and domesticity but socialising, sports, hobbies and learning. Finding

a balanced way to integrate all of these things is key, because if you are struggling in any one area, stress will permeate throughout. Notice the things that are getting you down. You will want to come back to these and work out solutions.

THINK AND IMAGINE

Think about your multiple roles and allow yourself to imagine what the ideal scenario could be. Let go of any rules that get in the way, or objections that you or others may put up, and simply allow your mind free range to think about what you'd like the situation to be. At this stage, rule nothing out. If you're dreaming about a team of top-rate nannies working round the clock, allow it into the dream. (We'll get back to reality later.)

VISUALISE

Visualisation is a great tool. Build a picture in your mind of that optimum situation. Imagine the exact scene at each stage of the day, from waking up to snuggling back down. Be as specific as you can in the picture; the more details you imagine, the more vivid the visualisation will be and the better it will work. Involve all of your senses:

What is the picture?

What can you see?

What are the sounds?

Are there smells, tastes?

What can you touch?

INCLUDE THEM ALL
TO BRING YOUR
VISUALISATION TO LIFE.

BUILD THE SCENE

Imagine yourself at the breakfast table with the family or sitting with an elderly relative, or standing in front of your boss or your team. Picture their faces, see what they are wearing, hear the toast pop up, the papers rustling or the keyboards clicking, smell the coffee. Shake someone's hand. Feel the sunshine coming in through the window.

FEEL SUCCESS

What do you feel or experience at these moments? At home you may feel content and secure, full of anticipation for the day ahead. Confident that you've done enough

preparation for the meeting or your big presentation. Relaxed knowing the children are ready for school; homework done and sports kit clean in their rucksacks.

MOVE FORWARD

Go through the entire day, imagine each step moving seamlessly and successfully towards the next. At this stage, ignore the difficulties and obstacles. Think like an Olympic champion – that’s how they do it. Before the race, they focus entirely on winning, imagining every inch of the track, all the way to the winner’s podium. On the starting line, the picture is so real that they can taste the success. That is your task right now.

HOLD THE PICTURE

If you can create a picture of your optimum day – but one which brings in the whole range of typical responsibilities – and see yourself in full colour and detail, getting through it successfully and with as little stress as possible, you will boost your motivation to achieve something similar in reality. The more vivid the visualisation, the easier to remember. Being able to recall this picture when the going gets tough will keep you focused.

STEP 2

FROM VISION TO REALITY

The next step is to translate this into reality. Now is the time to get out your notebook or device or use the space on the next page. Revisit the entire picture, stage by stage, and note every single thing you’d like to achieve or change. Don’t attempt to make a plan at this stage, just note each thing.

Once you have that list, review it in terms of what it would take to get there.

You could adapt the GROW model, developed by executive coaching pioneer Sir John Whitmore and othersⁱⁱⁱ as a coaching framework, adding the priority level you assign to each goal.

G – Goal: what do you want?
R – Reality: where are you now?
O – Options: what could you do?
W – Will: what level of priority is this?
What will you do?

Looking at this as a chart will enable you to assign priority levels relatively easily. The dream scenario may have included the 24/7 team of nannies

but real life and budgets may mean that is not possible right now – or ever! But it helps you to identify that some level of childcare is a priority for you, so note that as an option to research and explore it further.

If watching your son play football on a Tuesday night is a high priority, what options are there to make this possible? What if it clashes with the weekly project team conference call? What options are open to you then?

This exercise will help you narrow down the dream to a real set of goals in priority order. Some things may be discarded because they are not high priority; some may turn out to be plans for the future or a goal to work towards.

TURNING VISION INTO REALITY

Use this space to list those things you'd like to improve about your current situation, whether it's seeing more of loved ones, creating space to attend those art classes you want to take up or just being able to have an impromptu night out with friends.

THE POWER OF GOALS

Remember your visualisation of what success looked and felt like – that will remotivate you.

Goal Setting

Knowing how to set goals for yourself is vital if you are going to accomplish things. Goals keep you moving forward, transform vague dreams into achievable realities and help you live life to the full.



*We will come back to SMART planning – Specific, Measurable, Attainable, Relevant and Time-bound – later in the workbook.

Given all your current commitments, changing behaviour – be it your own or that of others – will feel at first like yet another thing on the to-do list. That’s why it is important to keep in mind why you are doing it. That clarity will keep you focused on each element of the goal when things start to feel difficult.

In her book, *Small Move, Big Change*,^{iv} Caroline L Arnold outlines her secret for success when it comes to setting and achieving goals. She proposes making strategic and targeted resolutions that are guaranteed to succeed and transform us permanently. Her method changes our mindset from expecting to fail to expecting to succeed, by translating broad personal goals into ‘microresolutions’ that can be managed, measured and kept. She defines a microresolution as “a compact and powerful commitment designed to nail a precise behavioural target exactly and deliver benefits immediately”. Microresolutions fit more easily than mega-goals into crowded lives.

Remember that childhood question:

“How do you eat an elephant?”

The answer, of course, is

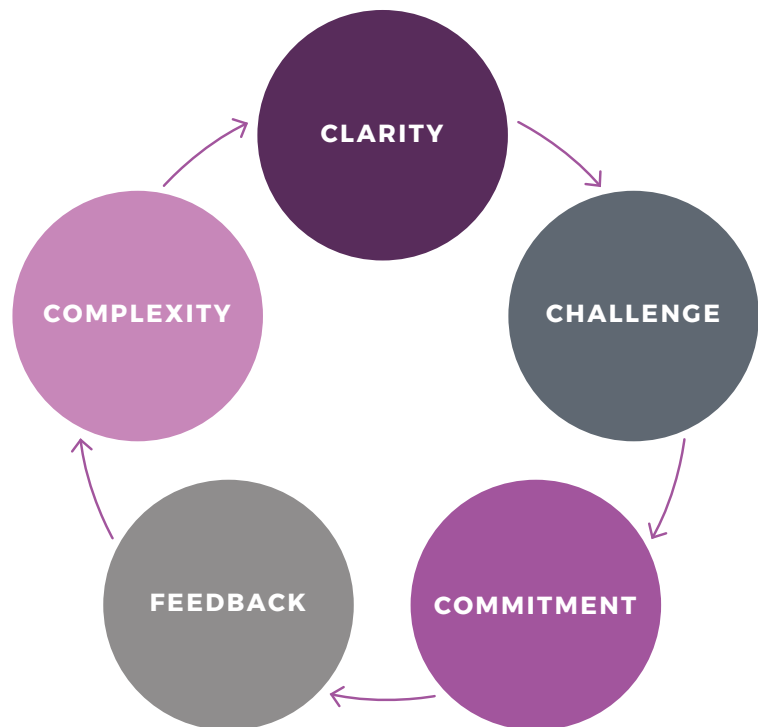
“in bite-size chunks”.

That’s the way to approach goals. Say you decide to lose some weight. Your goal is to drop a dress size or x number of pounds or kilos – that’s your elephant, or mega-goal. But the bite-size chunk, or microresolution, is the first step towards that goal. You could resolve not to touch

the biscuits on the table in meetings or stop buying a bar of chocolate with your lunch. Once you have done that often enough, it becomes a habit that you can build on – for example, by eventually giving up sugar altogether. Step by successful step, you will achieve your goal.

Sharing the goal can also be helpful. If you resolve to leave the office on time every Tuesday, recruit a buddy – someone who also needs to do that or someone who will keep you to it. Make sure your boss and your team know as well, so that others will not inadvertently derail you.

When it comes to goal setting, Dr Edwin Locke,^v an American psychologist and pioneer of goal setting theory, developed this chart:



Locke and his colleagues found that 90 per cent of the time, specific and challenging goals led to higher performance than easier ones. They highlighted five important criteria.

<p style="text-align: center;">1</p> <p style="text-align: center;">CLARITY</p> <p style="text-align: center;">Make sure your goal is articulated as clearly as possible.</p> <p style="text-align: center;">Write a personal mission statement and develop metrics to measure your performance.</p> <p style="text-align: center;">Ask yourself what your level of excitement is about the goal.</p> <p style="text-align: center;">If you're not truly motivated by it, consider how you can reframe it.</p> <p style="text-align: center;">After all, if it doesn't excite you at this stage, how will you keep going when the going gets tough?</p>	<p style="text-align: center;">2</p> <p style="text-align: center;">CHALLENGE</p> <p style="text-align: center;">Your goal needs to be a stretch, something that needs you to exert self-discipline.</p> <p style="text-align: center;">Research the goal thoroughly so you can be realistic about what it will take to achieve it.</p>
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3

COMMITMENT

Make sure you have the commitment needed to get it done.

Keep at it until it becomes a habit.

Visualising what success looks and feels like will boost your motivation, and giving yourself little rewards for every small achievement towards the bigger goal will also help.

4

FEEDBACK

Schedule feedback into the process.

Check your own progress.

Ask others to help.

Recruit a buddy or mentor who will give you candid feedback about how you are doing.

5

COMPLEXITY

Have respect for the complexity of the task.

Make sure you have given yourself sufficient time.

Set interim goals and milestones along the way so you can chart your progress and try not to get stressed - you can always reschedule if you have to.

For example

Your goal may be to support your son in his ambition to get into the first team for football. You want to carve out time for his dad to practise with him and you want to be there for the weekly coaching session at 5pm on Tuesdays.

CLARITY - I will organise our home calendar so that Fred and Johnny can go to football training every Saturday morning, and I will take Will to swimming classes while they're out. I will leave work every Tuesday at 4pm so that I can attend the individual coaching sessions.

CHALLENGE - I will get

to work at 8.30am on Tuesdays and rearrange my regular 4pm team catch-up for a different time.

COMMITMENT - I will promise Johnny that I will be there and that, if I have to cancel, I will let him know in advance. I will promise the swimming session to Will so I am not tempted

to fill that time with something else.

FEEDBACK - I will ask my partner for valuable perspective on this.

COMPLEXITY - I will not underestimate how tricky it may be to stick to this when we are busy at work. I will talk to my boss about it and explain to my colleagues what I am now doing.

SMART PLANNING

The point about complexity is very important. You have decided to make some significant changes in your quest for work-life balance and integration. Don't set yourself up for failure by attempting to change everything at once.

SPECIFIC	<p>Answer the questions WHAT, WHY, WHICH?</p> <p>Be very specific about what you want to achieve. What does the end result look like to you?</p>	<p>FOR EXAMPLE:</p> <p>Finish work by 6pm at least three days a week.</p>
MEASURABLE	<p>Have an objective, clearly defined end point. Put a shape around it – how will you know when the goal is accomplished? Think about milestones along the way.</p>	<p>FOR EXAMPLE:</p> <p>Plan evenings with my partner and/or children.</p>
ACTION-ORIENTATED	<p>What exactly do you need to do to get there? List the steps and make sure they are achievable. Make sure your goal and commitment to achieving it are matched.</p>	<p>FOR EXAMPLE:</p> <p>Manage my time better – do not over-commit on daily output.</p>
REALISTIC & RELEVANT	<p>Make sure your goal is relevant to your overall plan. Don't be afraid to revise it or divide it into bite-size chunks.</p>	<p>FOR EXAMPLE:</p> <p>Part of overall goal is to spend more time with family.</p>
TIME-BASED	<p>Answer the question WHEN?</p> <p>Commit to a deadline for each stage and schedule it in your diary. Be realistic about this; make it a stretch but don't set yourself up to fail.</p>	<p>FOR EXAMPLE:</p> <p>Start date Monday 12 June. Review success rate 15 July.</p>

MAKING THE PLAN A REALITY

Answers the questions **WHAT, WHY, WHICH?** Be very specific about what you want to achieve. What does the end result look like to you?



EXERCISE

WINNING HEARTS AND MINDS

Make a list of people who will be impacted by any changes you make. Consider what their reaction is likely to be.

Will they be supportive?

Will they need to be influenced or persuaded?

Might they have strong objections?

Your task is to negotiate a win-win situation with each of them. You need to help them see that this change will actually have benefits for them as well as for you. To do that, you need to put yourself in their shoes and try to see the situation from their perspective.



TAKE AWAY

Set realistic goals for improving your work-life integration, rather than trying to change everything overnight. Make a SMART plan, involve others where beneficial, and consult with people who might be affected by the changes you're planning to make.

Negotiate your life

Not everyone feels comfortable with the idea of negotiation, but it is a skill we learn in childhood and continue to practise throughout our daily lives, and it is very important for great work-life integration.

“

*BALANCE IS NOT
BETTER TIME
MANAGEMENT, BUT
BETTER BOUNDARY
MANAGEMENT.
BALANCE MEANS
MAKING CHOICES
AND ENJOYING
THOSE CHOICES.”*

BETSY JACOBSON, AUTHOR ^{vi}

Most of the time negotiation is instinctive; we apply what we know about the person we're dealing with to get what we want. They are doing it with us, too, so it's not quite as Machiavellian as it may sound. When hurdles present themselves, we find ways around them. A lot of life is about compromise, but it's important to leave the other person feeling good about what has happened so that we can negotiate with them again another day.

As adults, we negotiate significant purchases, such as cars and houses, reach agreement with tradespeople to do work in our homes and do deals with our bosses and companies about our salaries. But somehow, when we stop to consider something as a negotiation, or if we are in a situation where the outcome matters very much, we freeze. We feel nervous, our inner saboteur tells us we're not going to succeed and the whole thing starts to become a burden, which makes us reluctant to engage.

Negotiation is important

Being able to negotiate is important because when people interact, whether at home or at work, almost everything involves negotiation. Think through all the interactions you have with people today, each day or each year. Who needs to be first into the shower? Who'll take the kids to school? Who's making coffee in the office? How shall we tackle this project? What price are we willing to pay for this item or service? What should I be paid for the job? What flexibility do I need to do my best work? All of these things, even the ones that are governed by habit, were negotiated at some point and may need to be reviewed in the future.

Effective negotiation is actually a thoughtful exploration of the positions each side holds, with the aim of finding a mutually acceptable compromise that entails both sides getting as much of what they want as possible. People's positions are rarely as far apart as they seem at the beginning – there are usually many points of common interest.

Ideally, a negotiation will produce a solution about which both sides feel comfortable; usually described as a win-win position. The solution will be sensible and efficient and should enhance the relationship between the parties.

“

I'VE LEARNED THAT YOU CAN'T HAVE EVERYTHING AND DO EVERYTHING AT THE SAME TIME.”

OPRAH WINFREY, BROADCASTER, AUTHOR, ENTREPRENEUR ^{vii}

When entering into any negotiation, at home or at work, think it through as thoroughly as you can. Try to be objective, as though the outcome did not matter so much to you. Approach it as though you were asking on behalf of a third party and leave your emotions at the door. Expect to have to negotiate. Almost no one gets exactly what they ask for, especially not at the first time of asking, so temper

your goals with options and your requirements with alternatives. That way you can usually reach an acceptable outcome.

In order to maintain a good relationship, expect that you may have to compromise, which could mean that you lose on some things but gain on others. Win-win means both parties leave the table feeling the process was fair and with respect for the other side.

The key principles of negotiation are simple

1

Identify the problem or situation

2

Work to generate a solution

3

Agree the outcome



EXERCISE

First, make sure you have all the facts that support what you want to achieve and be clear in your mind what your goal is.

A good way to approach this, suggested in *Negotiate Successfully*,^{viii} part of the *Steps to Success* series published by A&C Black, is to classify your objectives as those that you:

MUST achieve

INTEND to achieve

WOULD LIKE to achieve

Using this exercise will help you know how to answer the questions below:

What would be an acceptable outcome?

What hurdles will you have to overcome?

Are there any precedents for this situation?

What is the difference between your position and that of the other side?

What else might surface during any discussion?

Where does the power lie: with your side or theirs?

Which side has the most to lose?

What would you be willing to accept?

YOUR NEGOTIATION CONVERSATION

Negotiation is a honed skill and there are some key things to bear in mind as you start your discussion.

State your case clearly and avoid emotional language

This will get the discussion off to a good start and help to ensure you are heard.

Listening attentively is critical

Under pressure, it is all too easy for your inner voice to be working out what you are going to say next or to think about something other than what the person across the table is saying. Keep your attention on them,

make notes if you need to, and paraphrase to show you have understood: "OK, let me be sure I have understood the point you are making. The conference call has to be at 6pm so that we can include colleagues in other countries?"

This will help you to focus, and it also has the added benefit that the other side will know that they have been properly understood. They will appreciate that you are seeking to understand exactly where they are coming from.

You can then introduce your alternative

If the answer is not the one you sought, determine whether that no applies only to the present circumstances and whether your proposal could be worth revisiting in the near future.

View negotiation as a process

The more you view negotiation as a process and the more you practise it mindfully, the easier it will get.



TAKE AWAY

Don't expect others just to give you everything you want to improve your work-life integration. You will have to negotiate, show some understanding of their needs and wants, and try to reach a conclusion that leaves everyone happy.

Building your infrastructure

Even Wonderwoman has a support team. Ordinary mortals need two. We need one for work and one for home. Successful women in business build a support network of those to whom they can turn for help, advice, moral or practical support and, from time to time, a reality check.

——— “ “ ——

WHEN YOU LOOK AT SUCCESSFUL WOMEN, THEY HAVE OTHER WOMEN WHO HAVE SUPPORTED THEM, AND THEY'VE GOTTEN TO WHERE THEY ARE BECAUSE OF THOSE WOMEN,”

**SHERYL SANDBERG, AUTHOR,
FACEBOOK COO ^{ix}**

In business, as in life, we all have a group of people whose opinions we respect and whose advice we value. These could be formal relationships with coaches, mentors, previous colleagues or superiors with whom we still maintain warm contact, or they could be new relationships, developed through some mutual business interest and based upon a spark of empathy.

These are the people whose advice you might seek if you were thinking of applying for a new role; who may have lent an ear or even a shoulder when the going got tough and who will have shared contacts or made introductions for you when you needed them. As you go on up the ladder and your working life becomes more complex and multi-layered, they remain an even more important resource.

FINDING YOUR SUPPORT

Get into the mindset of ‘collecting’ people whose approach or experience you admire. It may seem a daunting, even cynical, task but it’s really a matter of making contact with people whose paths, past or present, cross with your current situation or who may be useful contacts in the future you envisage.

Swap business cards, then drop them a note or a LinkedIn invitation suggesting a meeting. Remember, effective networking is a two-way street. It’s not all about what they can do for you but what you can do for them, too. You may know people you can connect them to, or perhaps an experience you can share. As you get to know them better, your relationship will be more valued by both sides.

In terms of balance in your working life, the existence of a trusted ‘advisory team’ will help you to keep things in perspective.

“

*ALONE WE CAN DO SO LITTLE;
TOGETHER WE CAN DO SO MUCH.”*

HELEN KELLER, AUTHOR, ACTIVIST *

Outside your career, your infrastructure needs to be equally solid in support of you. Whether you have a few hours of childcare, or a nanny or a partner who can share the domestic load, you need to determine how this will work and negotiate clear roles.

Think back to your ideal scenario – what support do you need outside work and how can you build it up to the optimum level? If you are a carer or are responsible for an elderly parent or relative, what

support is available to you from the authorities and where do you need to supplement it yourself?

It’s not always about money, sometimes it’s about negotiating with a sibling to pull their weight or perhaps just to contribute more than they do now. Or it could be about buddying up with someone in a similar position to cover one another’s gaps or peak work times.

Then there is the question of what happens in an

emergency? Who can you call if your flight or train is delayed, or if you absolutely have to pull an all-nighter at work? What if you have a sick child on the day of the major client presentation towards which you have been working for six months? What is the fallback position if your usual cover fails?

All of this needs to be put in place and stress-tested before the need arises, so that you can be confident you have all bases covered when needed.



EXERCISE

In column one, write down your ideal support network and in column two write down the reality. Then, in column three, write down what needs to happen to fill any gaps (whether financial, people-based or a discussion with your partner/boss).

IDEAL SUPPORT
NETWORK

REALITY

WHAT NEEDS
TO HAPPEN



TAKE AWAY

Think about what you need to build an effective support base, both at home and at work. This could be about people who can cover for you on a regular basis or in an emergency, or a group of peers and friends who can act as your informal advisory team.

Defining boundaries

Do you marvel at how some people seem able to leave the office in time for their yoga class or always attend the school play or the match? They manage to get away for spa days or cricket matches. You rarely, if ever, see them lumbered with work they should not be doing. That's because these are the people who set and maintain boundaries. They decide what they need in terms of flexibility and what they can reasonably be expected to manage in terms of workload.

“**E**motional or mental boundaries may be a bit subtler [than one that is physical]; however, they are equally, if not more, important,” say Dana Gionta and Dan Guerra, from *Stressed to Centred: A practical guide to a healthier and happier you*. “Boundaries serve many functions. They help to protect us, to clarify what is our responsibility and what is another’s, to preserve our physical and emotional energy, to stay focused on ourselves, to live our values and standards, and to identify our personal limits.”^{xii}

These work-life authors also recommend that you identify your limits, pay attention to your feelings, consider the context in which you are doing this and give yourself permission to set boundaries.

Identifying limits is about paying careful attention to yourself and

noticing what you can tolerate and accept, as well as what makes you feel uncomfortable and stressed. These feelings will help you to clarify your limits.

The key feelings that will help you identify when a boundary needs to be set or held are discomfort, resentment and guilt. If a situation or a person leads you to feel any of those emotions, note it and act on it accordingly. Sometimes we feel uncomfortable about the things people say or do that seem unfair or biased, or if they try to impose their own views or standards on us.

Often, as women with multiple roles in our lives, we may feel that someone is taking advantage or simply taking us for granted. We may feel that we are unappreciated. Or we may simply be trying to do it all and failing, which can lead to us feeling guilty.



EXERCISE

QUESTION YOUR DISCOMFORT

Think back to a recent situation that left you feeling uncomfortable, resentful or guilty. It could be at home or at work. Then ask yourself these questions:

What did I feel?

How strong was the feeling on a scale of one-to-five?

What was the situation?

What boundary could I have set?

What will I do to prevent it happening again?

If you score a one on the scale, perhaps that situation doesn't matter too much, and you realise you can stop fretting. If it is a four or a five, however, you should take steps to prevent that situation arising again.

Context is also important when it comes to setting boundaries.

Do you find it easier to set boundaries in your home life, for example on things that affect your children? It's often easier to stand up for things when you are doing it for others – a family or team member, for example – but it's equally important to do it for yourself.

If you are being dragged down

by negative emotions because you are not standing up for yourself and setting boundaries to preserve your wellbeing, it will affect your overall condition, to the detriment of the very people you want to support. Do your best to surround yourself with positive, supportive people throughout your life. It will fuel your strength for the difficulties that emerge from time to time. Don't put yourself last.



WOMEN, IN PARTICULAR, NEED TO KEEP AN EYE ON THEIR PHYSICAL AND MENTAL HEALTH, BECAUSE IF WE'RE SCURRYING TO AND FROM APPOINTMENTS AND ERRANDS, WE DON'T HAVE A LOT OF TIME TO TAKE CARE OF OURSELVES. WE NEED TO DO A BETTER JOB OF PUTTING OURSELVES HIGHER ON OUR OWN 'TO DO' LIST."

MICHELLE OBAMA, AUTHOR, ACTIVIST, FORMER FLOTUS ^{xii}

MAINTAINING YOUR MOTIVATION

If you have a clear picture in your mind of your ideal scenario, you will know why you are doing this, how much it matters and what success looks and feels like. If you have broken it down into achievable goals, you will know how you can do it. You are human, however, and some days your motivation may flag. Don't beat yourself up over it – it happens to the best of us. What makes the difference is how quickly you can shake off your negative thinking and get back on track.

The lifestyle how-to

blogger and stay-at-home dad Hank McKinsey says that if you've had a bad day, and meeting your goals seem harder than ever because you've slipped up or lost sight of things, it is important to change your focus. Instead of paying attention to what you aren't doing or how much time you don't have, congratulate yourself for what you did get done.

Refocus on eating your elephant in bite-size chunks and revisit your microresolutions. Of course, the end goal is important but ticking off

the manageable micro-goals can make the process less discouraging and a lot more rewarding.

And reward yourself – a delicious treat, a manicure or a new book are simple rewards that give you something more immediate to look forward to when you really need the extra motivation to keep going.

Accept that it's going to be hard. Starting out is easy, but when the results are slow to come or difficult to negotiate, it can be hard to stay focused and motivated.

MANAGING YOUR TIME AND YOUR ENERGY

Women in business who regularly sign on to a second shift at home probably don't need much advice on time management, but managing it effectively is crucial. It isn't possible to work 24/7 without burning out at some point – life cannot be all work and no play. It's not sustainable, physically or mentally. We need, therefore, to get time and energy under control, to create space to relax and renew, so we can maintain this hectic lifestyle.

Essentially, you need to put time aside for scheduling and planning, using goal setting to prioritise. ALWAYS work on tasks with the highest priority first, having agreed those priorities in advance with your work colleagues or those around you at home. That way, you can create time in your schedule for when the inevitable crises arise.

The key to success is focus. Many of us think we are being efficient when we multitask but recent

studies have shown that distractions, such as breaking off from a piece of work when interrupted by a colleague or the phone, or to answer an email or text, are very bad for our productivity. It can take as long as 25 minutes to regain the focus we originally had on the project in hand. So, set aside blocks of time – even short ones can be just as effective as long stretches, providing you are really focused.

Stories about being a lark or a night owl are

not apocryphal, they are based in fact. If you don't know which you are, keep an energy log for a week and note when you feel most alert, energised and engaged.

Make a note of the variables, too – perhaps you had less energy after a broken night's sleep, or when you skipped breakfast and tried to keep going on coffee. Once you have that information, you will see the patterns emerging.



THE HIGHER YOUR ENERGY LEVEL, THE MORE EFFICIENT YOUR BODY. THE MORE EFFICIENT YOUR BODY, THE BETTER YOU FEEL AND THE MORE YOU WILL USE YOUR TALENT TO PRODUCE OUTSTANDING RESULTS."

TONY ROBBINS, AMERICAN AUTHOR,
BUSINESSMAN AND PHILANTHROPIST ^{xiii}

A recent McKinsey & Company study looked at the characteristics that drive and sustain top female leaders, and found that energy management was a common element of their success. The kind of energy we are talking about here is the capacity to work productively, and it comes from every part of you – body, emotions, mind and spirit. While time is finite, energy is not, so if you can harness the two in order to do the most important work when you have the most energy, you will really power through it.

Understanding your own body clock is the key. If you don't, you end up exhausted, chasing a never-ending cycle of tasks and frustrations. Begin by working out your most productive hours in the day. Getting attuned to your body clock won't happen instantly but it's worth the effort.

Our brains are programmed to choose breadth and variety over total focus and our bodies move from high energy to a physiological trough roughly every 90-120 minutes. We know when we're approaching that trough because we lose focus, maybe start yawning and become physically restless. Work with that knowledge, not against it. You can get a huge amount done with full concentration in 90-120 minutes, so if you have a major project to tackle, schedule blocks of time but also build in some breaks.



EXERCISE

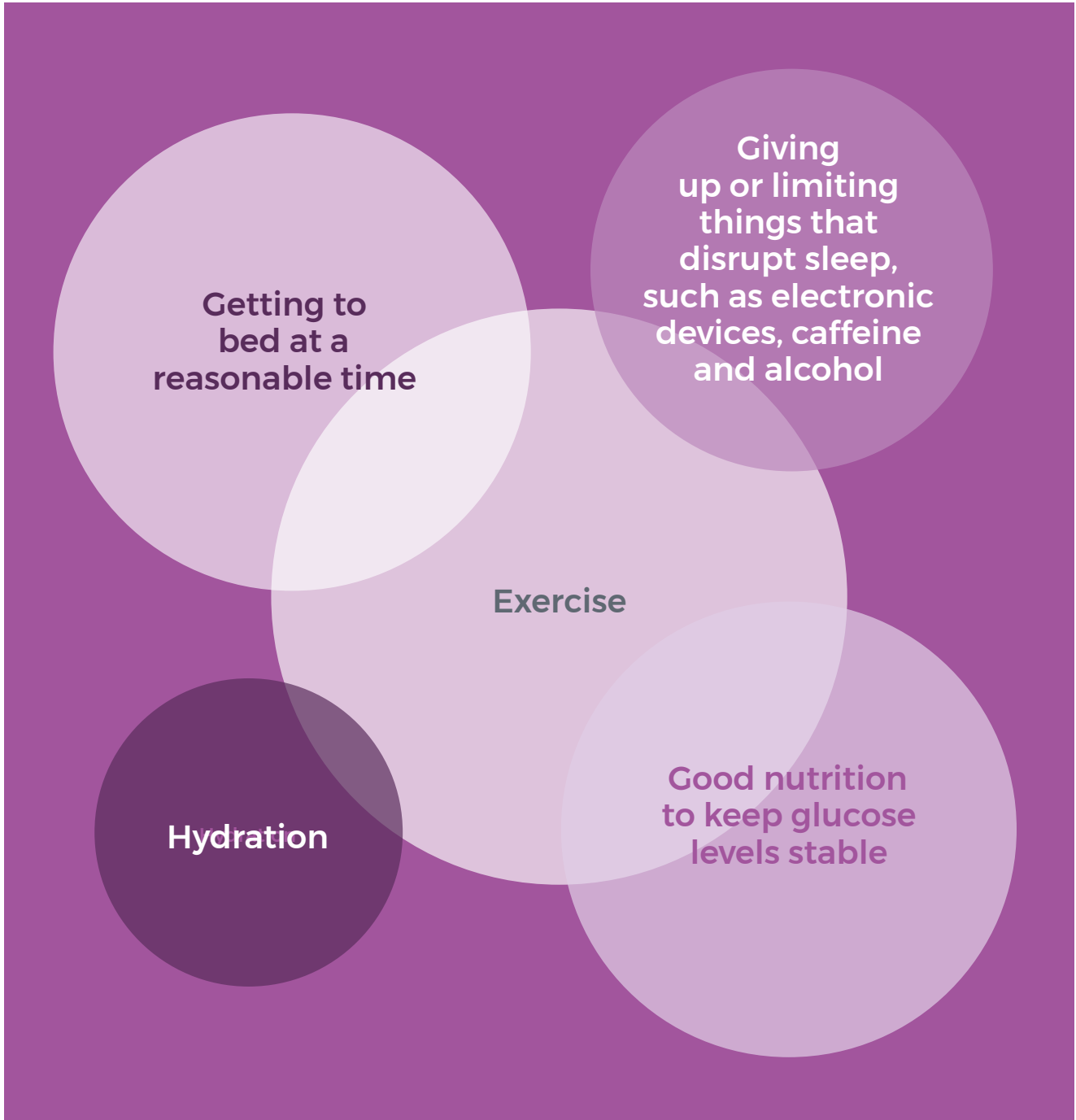
WHAT ARE YOUR ENERGY SAPPERS?

It is also useful to identify the conditions and situations that replenish your energy and those that sap it. That way you can space out energy-sapping tasks throughout the day and build in short breaks to restore your energy, whether it's a stop to make coffee or a quick walk around the block for some fresh air. Keep a diary for a week, noting down situations that sap your energy

MONDAY	
TUESDAY	
WEDNESDAY	
THURSDAY	
FRIDAY	
SATURDAY	
SUNDAY	

Look after your body

Energy is also dependent on the condition of the amazing machine that is your body, so look after it! It's the basic stuff we all know but often let slip when we are really up against it.



“

NEVER GET SO BUSY MAKING A LIVING THAT YOU FORGET TO MAKE A LIFE.”

DOLLY PARTON, SINGER, ENTREPRENEUR ^{xiv}

MAKING IT WORK AT HOME

Prioritisation and organisation are key to integrating home and work. Start by recognising that you can't do it all and resolve not to stress about it. It's about deciding what needs to be done and what you can leave undone – in other words, deciding what is not essential.

DO

SEIZE THE MOMENT If something needs to be done, do it now, don't wait. This especially applies to preparing everything the night before to minimise the stress of the morning rush!

MAKE SURE YOU'RE HAPPY WITH YOUR SUPPORT SYSTEM - WHETHER IT'S CHILDCARE, FOR A SICK RELATIVE OR EVEN A PET This is not an area for compromise.

ASK FOR HELP - AND OFFER IT Try buddying up with colleagues with similar needs to share things such as the school run or checking in on a relative who may need help.

BE PRESENT AT HOME Turn off your phone before you walk through the door, so you are fully present and can enjoy being with your family. Once everyone is fed and settled down, you can check emails or catch up with work, if you absolutely need to. Make sure others know that's how you work, but equally don't expect your team to adjust their own lives to your personal timetable.

BE MINDFUL Notice every moment and savour what gives you joy, be it laughing with friends or colleagues, the sunshine, a great coffee or a great song.

BLOCK OUT SPACE IN YOUR DIARY FOR 'ME TIME' If your partner is out, there's no reason why you can't have an evening for yourself or with friends.

DON'T

DO EVERYTHING YOURSELF Make sure other adults in your household share responsibility for chores.

PUT YOURSELF LAST You can't be all things to all people unless you are in a good place yourself. Do what you need to do to conserve your energy for what's important.

CARE IF YOUR HOME IS NOT IMMACULATE Ask yourself what matters more: a snuggle with your daughter, a conversation with your elderly relative or a freshly mown lawn?

GIVE INTO GUILT There will be times when you feel rotten for being unable to be there for your partner. Or that you're letting work down because your holiday coincides with a crunch period in the office. It happens and tomorrow is another day. Don't beat yourself up.

COMPARE YOURSELF Especially with those who seem to be as serene as swans with everything under control. Everyone has to manage in their own way and even swans are working very hard below the surface to achieve that apparently calm progress. You may say in exasperation to your children sometimes: "I don't care what other mothers do." Apply that to yourself.

MAKING IT WORK FOR YOUR TEAM

More and more companies today recognise the value of enabling flexibility at work, in terms of time, location and management discretion. Make sure you are fully up to speed with the rules and customs of your organisation on this, so that you can accommodate the needs of your own team members.

As part of getting to know the individuals who make up your team, be sure to see them holistically – without invading their private lives – and understand the context of their

situation outside work. Encourage an open discussion of how, as a team, you can achieve the task and how everyone can play their part while still accommodating the balance they need.

Don't tolerate sideways looks as people get up to leave the office first, or snide remarks about how so-and-so can't do early meetings or never joins the team for informal socialising. The role of the leader is to foster inclusivity. Make sure you do so on your watch.



MOST OF US SPEND TOO MUCH TIME ON WHAT IS URGENT AND NOT ENOUGH TIME ON WHAT IS IMPORTANT.”

STEPHEN R COVEY, EDUCATOR, AUTHOR ^{xv}

It is a fact that certain career choices are incompatible with other lifestyles, whether that's a young family or time-consuming interests.

Different people have different tipping points but it is completely acceptable when they acknowledge whatever the reality is for them. They may decide to step aside from work at different times in their lives. You may have decided to make a lateral move and that may work for others on your team, too. Supporting a sideways move to avoid constant travel, or a move into a less pressurised role,

may be the difference between keeping or losing a valued member of staff.

If you have a highly flexible working environment, you may face the challenge of fostering team spirit among remote workers. Research shows that flexible workers are exceptionally motivated and, far from watching daytime TV in their pyjamas, are disciplined time managers who boost productivity and make the business more efficient. The important task for the leader is to maintain all-round communication.

Hold meetings by conference call so all can participate, wherever they are, and consult everyone on the optimum timing.

Key to successful accommodation of a team's work-life integration is understanding and support from senior management. Do what you can to be an influencer in this regard. If your boss is not very understanding, put the business case for allowing flexibility. If your business has a women's network, get involved in making your organisation a better place for women to work.

MYTH BUSTERS

Sometimes just getting realistic about some of the many myths spread, can really help

MYTH 1

BELIEVING YOU CAN HAVE IT ALL

That's a myth. Some things will have to be sacrificed. Not forever, just for now. Calculate what you can live without, whether it's regular gym classes or impromptu social events after work. Replace them with substitutes, such as following an online yoga class at a time that suits you or arranging a social lunch with a colleague now and again.

MYTH 2

BEING A PERFECTIONIST

Who cares if you have to delay that DIY job (again)? As author Shirley Conran once memorably said: "Life is too short to stuff a mushroom." Devote your time and energy to achieving the very best you can in the circumstances.

MYTH 3

WORKING FULL TIME BUT BEING PAID PART TIME

If you are contracted to work four days a week, make sure there is no 'mission creep' into day five. Set your boundaries with your boss and colleagues and they will soon get used to the way you now work.

MYTH 4

FAILING TO DELEGATE...

...to your team, to your partner, to your relatives. Don't try to do everything yourself. There will be nothing left of you for the stuff that matters.

MYTH 5

BELIEVING TIME CAN BE STRETCHED

It can't – time is finite. Working effectively and managing your energy gets more done in the time available. That's as close as you're going to get to stretching time.

MYTH
6

THINKING IT'S GOING TO BE EASY

It won't. Life is hard and you need to work hard at being a successful businesswoman and a successful partner/mother/daughter/carer/friend. But the rewards are amazing.

MYTH
7

PROCRASTINATION

Do it now! If you don't, something will always come along and create added stress. Prepare everything you possibly can ahead of the deadline, from presentations to school bags, and deal with home admin as it arrives.

MYTH
8

LISTENING TO BAD PRESS OR NEGATIVE PEOPLE

You are not the only working mother in the world but some people make a career out of making us feel we are somehow in the wrong. Ignore them and, while you're at it, banish from your life anyone who makes you feel bad or guilty. Life is way too short.

MYTH
9

FAILING TO ASK FOR WHAT YOU WANT

Don't fall into the trap of assuming "they'll never agree to that". They just might, especially if you put a considered case forward. You'll never know if you don't ask and you might just get a nice surprise.

MYTH
10

SKIPPING HOLIDAYS AND WEEKEND TIME OFF

The person who said, "You can do a year's work in nine months but you can't do it in 12," knew what they were talking about. Rest, recuperation and relaxation are the fuels that power the rest of your busy life.

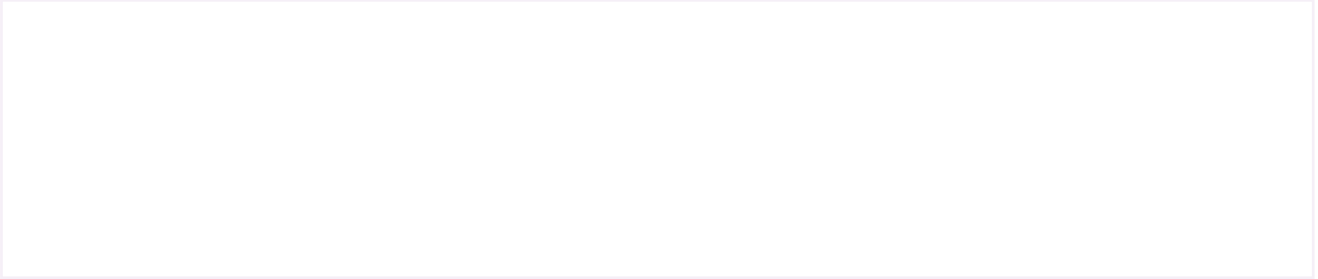



TAKE AWAY

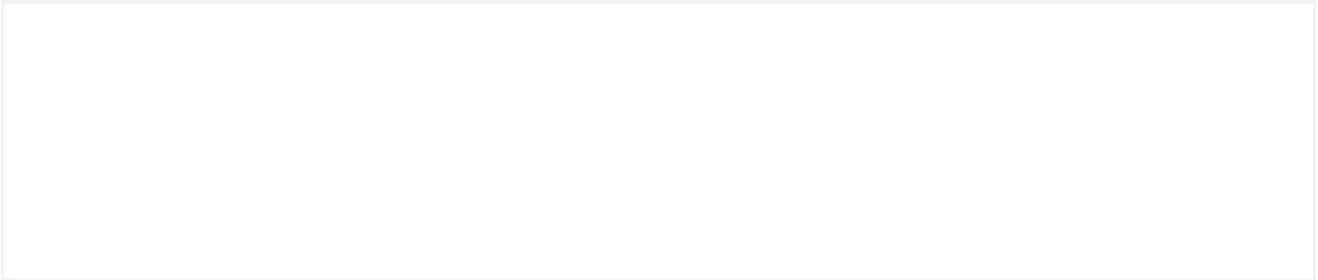

You can't function properly at work or at home unless your mind and body are functioning properly too. Take time out for some rest, both physical and mental. And don't deny yourself life's essential pleasures, whether it's time with friends or a break from it all.

Your personal action plan

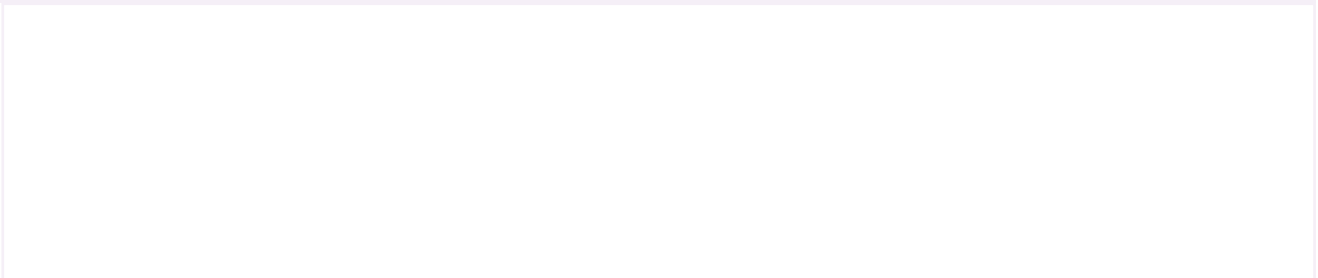

- 1 Looking at the key tips for setting goals, make a list of which ones would benefit you and your current situation and how you might go about implementing them.



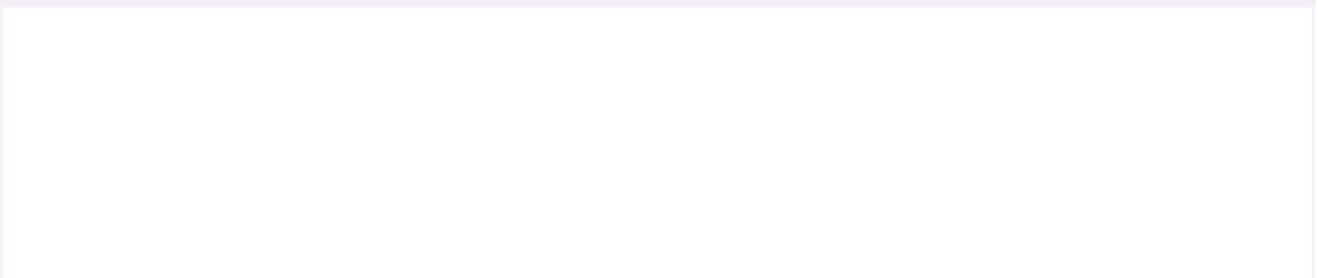

- 2 Consider the list of things we should do to look after our body to keep our energy up, then rewrite them with those you should be doing more of at the top. Then make a plan for how you can achieve this.



- 3 Look at the Dos and Don'ts of finding balance. Highlight the ones you need to address and talk to your partner or team to see if they can help.



- 4 Write down the myths and pitfalls that you are guilty of succumbing to. Then, next to each, write a few ideas as to how you can work around them.



Your 4 questions

Answer the questions below for the workbook to be CPD certified.



Corporate Member

The CPD Certification Service

To apply for your CPD hours, points or units from this resource, click this link and answer the questions.

1 What does GROW stand for?



- a Goal, ready, optimism, work
- b Get, ready, options, worthiness
- c Goal, reality, options, will
- d Go, race, optimism, work

2 What are Dr Edwin Lockie's five important criteria for setting goals?

- a Planning, commitment, determination, clarity, feedback
- b Clarity, challenge, commitment, feedback, complexity
- c Hard work, determination, planning, commitment, complexity
- d Determination, clarity, hard work, planning, commitment

3 What does SMART planning stand for?

- a Small, micro, actions, resilience, time
- b Specific, micro, actions, relevant, time
- c Specific, measurable, attainable, relevant, time
- d Small, measurable, attainable, resilience, time

4 According to Negotiate Successfully, how should you classify objectives?

- a Past, present, future
- b Need to achieve and would like to achieve
- c To achieve now, next month, next year
- d Must achieve, intend to achieve, would like to achieve

everywoman Experts

everywoman creates resources on topics that matter most to our network members. We draw on member surveys and the latest thinking from the academic and business worlds, as well our own experiences as we navigate our careers. Each workbook offers practical advice, enabling tangible actions for your daily working lives.



MAXINE BENSON, MBE
& KAREN GILL, MBE

Co-founders of everywoman, Karen and Max have spoken to thousands of women about the challenges they face at work. Through their own experiences of starting a business, they uncovered a real need for a network where female entrepreneurs and businesswomen could interact and share experiences. The everywomanNetwork, which launched in 2013, serves as a truly global tool to enable members the world over to realise their ambitions through online membership.

EVERYWOMAN WORKBOOK TEAM

Pippa Isbell, everywoman expert

Kate Farrow, head of partnerships

Denise McQuaid, commercial and strategy director

Any topics you'd like to see covered on the everywomanNetwork?

We'd love to hear from you: contact@everywoman.com

Further reading

everywomanNetwork resources

Wendy Papworth on how to control your work-life balance (video)

<https://www.everywoman.com/my-development/learning-areas/videos/wendy-papworth-how-control-your-work-life-balance>

Coming back strong: returning to work after maternity leave with power and balance (webinar)

<https://www.everywoman.com/my-development/webinars/returning-work-after-maternity-leave>

Work-life balance: making it work for you and your team (webinar)

<https://www.everywoman.com/my-development/webinars/work-life-balance-making-it-work-you-and-your-team>

Balancing Act: Could flexible working work for you? (article)

<https://www.everywoman.com/my-development/learning-areas/articles/balancing-act-could-flexible-working-work-you>

External resources:

Books

Master Your Time, Master Your Life: The breakthrough system to get more results, faster, in every area of your life, Brian Tracy (Tarcherperigee)

Off Balance: Getting Beyond the Work-Life Balance Myth to Personal and Professional Satisfaction, Matthew Kelly (Avery)

Emotional Agility: Get unstuck, embrace change and thrive in work and life, Susan David (Penguin Life)

TED Talks

Off balance on purpose: The future of engagement and work-life balance: Dan Thurmon
<https://www.youtube.com/watch?v=8OkzozrUEHY>

How to gain control of your free time: Laura Vanderkam
https://www.ted.com/talks/laura_vanderkam_how_to_gain_control_of_your_free_time

How to make work-life balance work: Nigel Marsh
https://www.ted.com/talks/nigel_marshall_how_to_make_work_life_balance_work

Can We Have it All?: Anne-Marie Slaughter
https://www.ted.com/talks/anne_marie_slaughter_can_we_all_have_it_all?language=en

Work-life balance: Balancing time or balancing identity? by Michelle Ryan
<https://tedxexeter.com/2015/06/01/michelle-ryan-video/>

Endnotes

- i <https://www.thebalancecareers.com/work-life-balance-and-juggling-glass-and-rubber-balls-2275864>
- ii <https://www.allgreatquotes.com/quote-414694/>
- iii https://www.mindtools.com/pages/article/newLDR_89.htm
- iv https://www.amazon.co.uk/dp/B01F83XSDY/ref=dp-kindle-redirect?_encoding=UTF8&btkr=1
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- vi <https://www.forbes.com/sites/rachelritlop/2017/08/29/quotes-work-life-balance-women/>
- vii <https://www.goodreads.com/quotes/133491-i-ve-learned-that-you-can-t-have-everything-and-do-everything>
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- x https://www.brainyquote.com/quotes/helen_keller_382259
- xi <https://www.inc.com/dana-gionta-dan-guerra/how-to-manage-boundaries-at-work.html>
- xii <https://www.themuse.com/advice/michelle-obama-how-everyone-can-make-work-better-women>
- xiii https://www.brainyquote.com/quotes/tony_robbins_132984
- xiv <http://www.wiseoldsayings.com/authors/dolly-parton-quotes/>
- xv <https://www.goodreads.com/quotes/76052-most-of-us-spend-too-much-time-on-what-is>

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