In troublesome times, a \textit{keeping on} paradigm ultimately leading to career legacies

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E.C.L.O.
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Secrets to maintaining a balance on a daily basis:

- 88% Have support from other persons
- 75% Have other projects to do
- 63% Feel good about maintaining a balance
- 63% Stick with and take an interest in what they are maintaining

Cordeau, 1999
The *Keeping on* Paradigm: maintaining a Work-Life balance out of Burnout and Obsolescence

Limoges, 2001
Stress, performance and the *Keeping on* paradigm

**Understimulation Zone**
- Boredom
- Fatigue
- Frustration
- Dissatisfaction

**Optimum Stimulation Zone**
- Creativity
- Rational problem solving
- Progress
- Change
- Satisfaction

**Overstimulation Zone**
- Irrational problem solving
- Exhaustion
- Illness
- Low Self-Esteem

**Burnout Zone**

Gmelch, 1983; Limoges, 2001
Breakdown of workers

- 20 %   Exhibit signs of burnout
- 16 %   Exhibit signs of obsolescence
- 12 %   Exhibit urge for a career change
- 52 %   Maintain a Work-Life balance

O-M-B : an interactionist model

**OBSOLESCENCE**
The individual (I) is getting far more from Environment (E) than the latter receives.

**KEEPING ON**
Perfect balance between what the Individual (I) gives to Environment (E) and the latter receives.

**BURNOUT**
The Individual (I) gives far more to Environment (E) than the former receives.

Limoges, 2001
Worklife Balance Strategies Used

**Spheres**
- Professional
- Personal

**Objects**
- EXTRApersonal
- INTERpersonal
- INTRApersonal

**Deals**
- +
- 

**Strategies**
- Get involved
- Be innovative
- Learn/Study
- Be productive
- Restrict oneself
- Recognize
- Refuse
- Suspend
- Distance oneself
- Take a break
- Express oneself
- Be assertive
- Obtain information
- Check out opportunities
- Be selective
- Delegate
- Terminate
- Be organized
- Think over
- Focus
- Change
- Imagine
- Motivate oneself
- Control
- Shift
- Consult
- Communicate
- Reach out
- Cultivate
- Involve oneself
- Consume
- Fulfil
- Relax
Burned out employee

- 5 strategies
- Adding deals only
- Mainly related to professional sphere
- No INTRApersonal strategy
Obsolete employee

- 3 strategies
- 1 withdraw deal from the professional sphere under INTERpersonal object
- 2 add deals in the INTRApersonal object
- No EXTRApersonal strategy

![Diagram showing M, O, and E with a shaded area]
Work-Life balance maintainer

- 15 strategies
- In both, professional and personal spheres
- Each time covering the 3 objects
- Add deals a little more than withdraw deals
- Dynamic and systemic approach that leads to a WORK-LIFE BALANCE
Reviewing the maintenance of a Work-Life balance

<table>
<thead>
<tr>
<th>Retrospective</th>
<th>&gt; Prospective</th>
<th>= Action</th>
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</thead>
<tbody>
<tr>
<td>Reviewing the past:</td>
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<td>Filling the gap now, at the present:</td>
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<td>Objective</td>
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<td>Overall view</td>
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<td>Eyes open</td>
<td>Eyes closed</td>
<td>Space: System of roles and projects</td>
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Work spinoffs

- Income
- Status
- Time and Space management
- Interpersonal relations
- Achievements
- Key life role
- Meaning of life
Reviewing the maintenance of a Work-Life balance

Reviewing the past:
- Objective
- Factual
- Eyes open

Prospective
- Looking at the Future:
  - Subjective
  - Overall view
  - Eyes closed

Prospective
- Filling the gap now, at the present:
  - Short, medium and long terms
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Reviewing the maintenance of a Work-Life balance

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=F= Action
## Work-Life balance: subjective and objective visions - recommendations

<table>
<thead>
<tr>
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<th>Situations</th>
<th>Recommendations according to situations</th>
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<tr>
<td>I -&gt; E</td>
<td>Capacities &lt; Tasks</td>
<td>Burnout</td>
<td>- Break up continuous people contacts</td>
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<td>- Know what stress your job entails</td>
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<td>- Learn to say no</td>
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<td>- Delegate responsibilities</td>
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<td>- Break large projects into smaller parts</td>
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<tr>
<td>I &lt;-&gt; E</td>
<td>Capacities = Tasks</td>
<td>Optimum maintenance</td>
<td>- Maintain prof. and pers. relationships</td>
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<td></td>
<td></td>
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<td>- Keep establishing goals</td>
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<td>- Continue managing well your time</td>
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<td>- Maintain sound health</td>
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<td>- Know your stress points</td>
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<td>I -&gt; E</td>
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<td>Obsolescence</td>
<td>- Get to know new people</td>
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<td></td>
<td></td>
<td></td>
<td>- Develop other interests</td>
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<td>- Take as many risks as possible</td>
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<td></td>
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<td>- Avoid isolating yourself</td>
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<td></td>
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<td>- Aim for success</td>
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<td>- Get out of routines</td>
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A paradigm ultimately leading to career legacies

Cercle de legs

©
Learning organization philosophy

Knowledge management

Knowledge conservation
TRANSMISSION
Continuity

Creativity
Innovation
CO-CONSTRUCTION
Evolution

Community of practice
Social Knowledge
Network
Relations

Paquette, 2002; Senge, 2001; Jacob et Pariat, 2000; Argyris et Schon, 1978
Learning organization values

Trust

Caring

Conditions for Tacit knowledge Expression

Sharing

Right to make mistakes

Jacob, 2003
The relations are in the heart of the Work-Life Management

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<td><strong>88 %</strong></td>
<td>Effective Work-Life maintainers succeed because they have a</td>
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<td><strong>80 %</strong> Of workers problems are relational based (communication</td>
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<td>and media)</td>
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To Maintain a Work-life Balance throughout one's career

1st third
- Intimacy vs Isolation
  - Adaptation to one's job and to the world of work
  - Risk taking
  - Giving oneself permission to make mistakes

2nd third
- Generativity vs Stagnation
  - Revising, maintaining or changing
  - Maximizing mistakes
  - Considering an about face

3rd third
- Integrity vs Despair
  - Wrapping up, Taking action, Leaving a legacy
  - Taking responsibility
  - Reframing, Knowing how-to-stay / how-to-leave

Adapted from Riverin-Simard 1984, Erikson, 1969, Limodes 2001
What is a Career Legacy Circle?

1. Is a dialogue space that brings together 6 to 12 people in the last third of their working life.

2. The recommended accompaniment develops two bodies of knowledge:
   - knowing how to stay and knowing how to leave
   - which implies, among others, wrapping things up and transmitting one’s professional legacy.
Career Legacy Circle : characteristics

- Meets 6 or 7 times
- 3 hours each time every 2 to 4 weeks
- Homeworks between sessions via Vade-Mecum & amazement connections (*Ah!* *Ah!* Report)
- RPA technique
- To generate the most noble action-like an ascending spiral
- « Champagne » method
- One month after the last meeting, a one-hour professional session conducted individually allows to conclude the process.
« Champagne » method
To witness the richness of the human journey

- Professional legacy
- Retirement
- Work-Life balance maintenance
- Individual-Environment interaction (including intergenerational relations)
Three “M” Organizational Lifelong Learning Model

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For a each stage of career, a specific learning relation
To conclude:
In troublesome times...