

**In troublesome times,  
a *keeping on* paradigm ultimately  
leading to career legacies**



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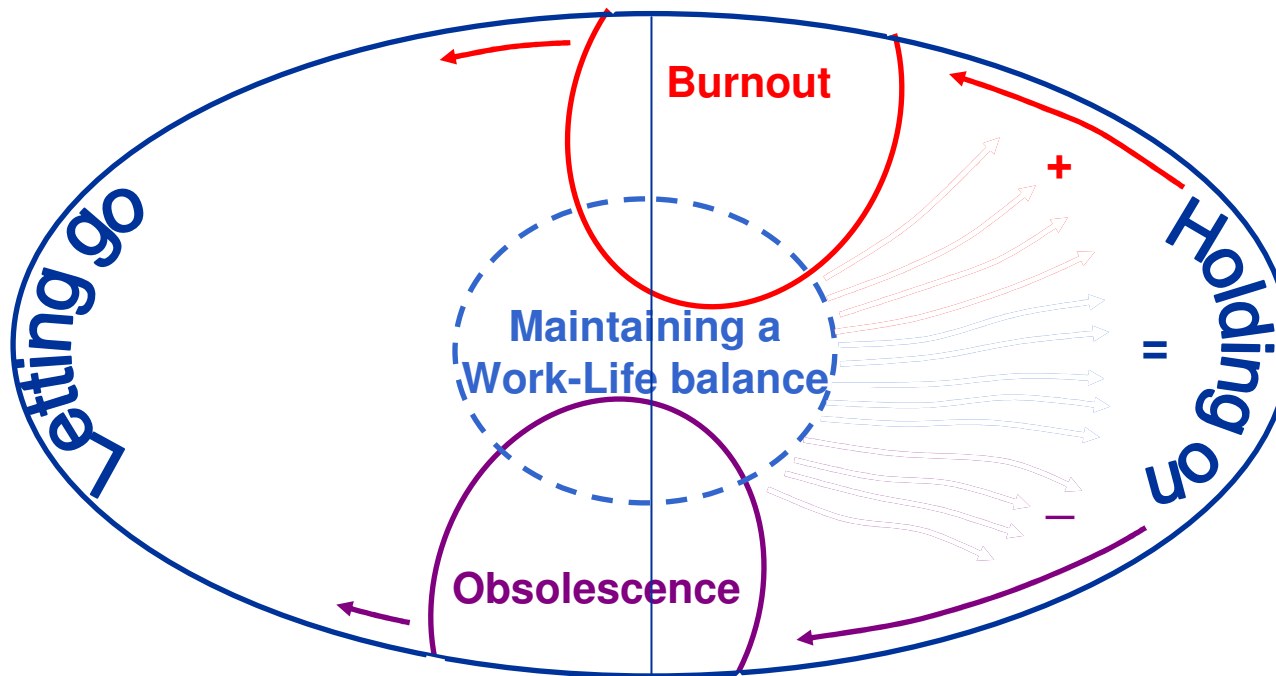
**E.C.L.O.**

**17th international conference  
Istanbul 2010**

# Secrets to maintaining a balance on a daily basis

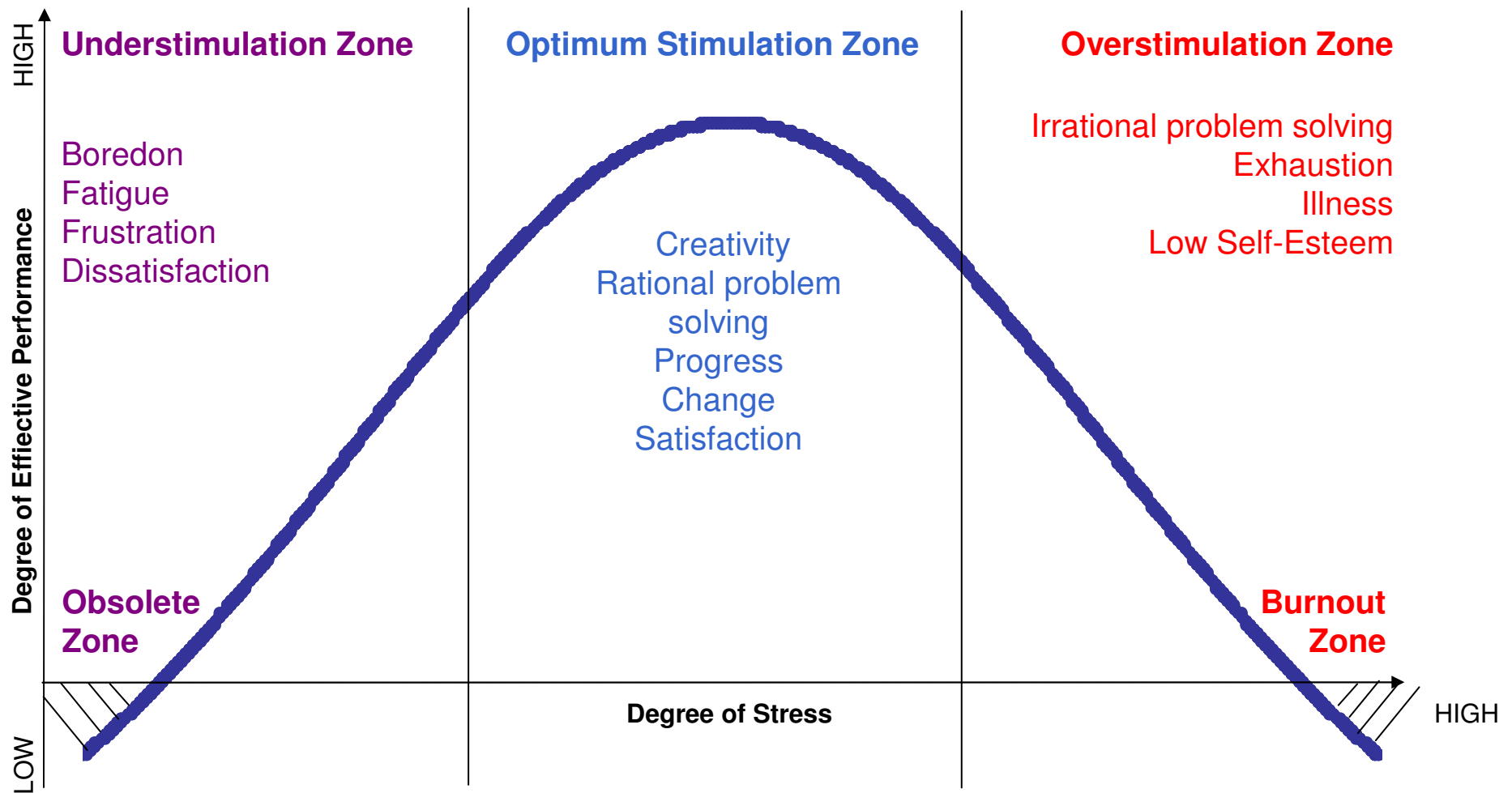
- **88% Have support from other persons**
- **75% Have other projects to do**
- **63% Feel good about maintaining a balance**
- **63% Stick with and take an interest in what they are maintaining**

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



Limoges, 2001

# Stress, performance and the *Keeping on* paradigm

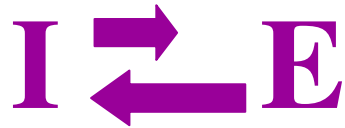


# Breakdown of workers

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

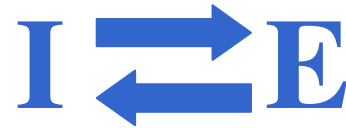
Combined results form Canadian and Belgium studies made by  
Caron (1999) Langouche (2004) et Lamarche<sub>5</sub>(2005)

# O-M-B : an interactionist model



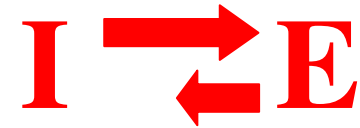
## **OBSOLESCENCE**

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



## **KEEPING ON**

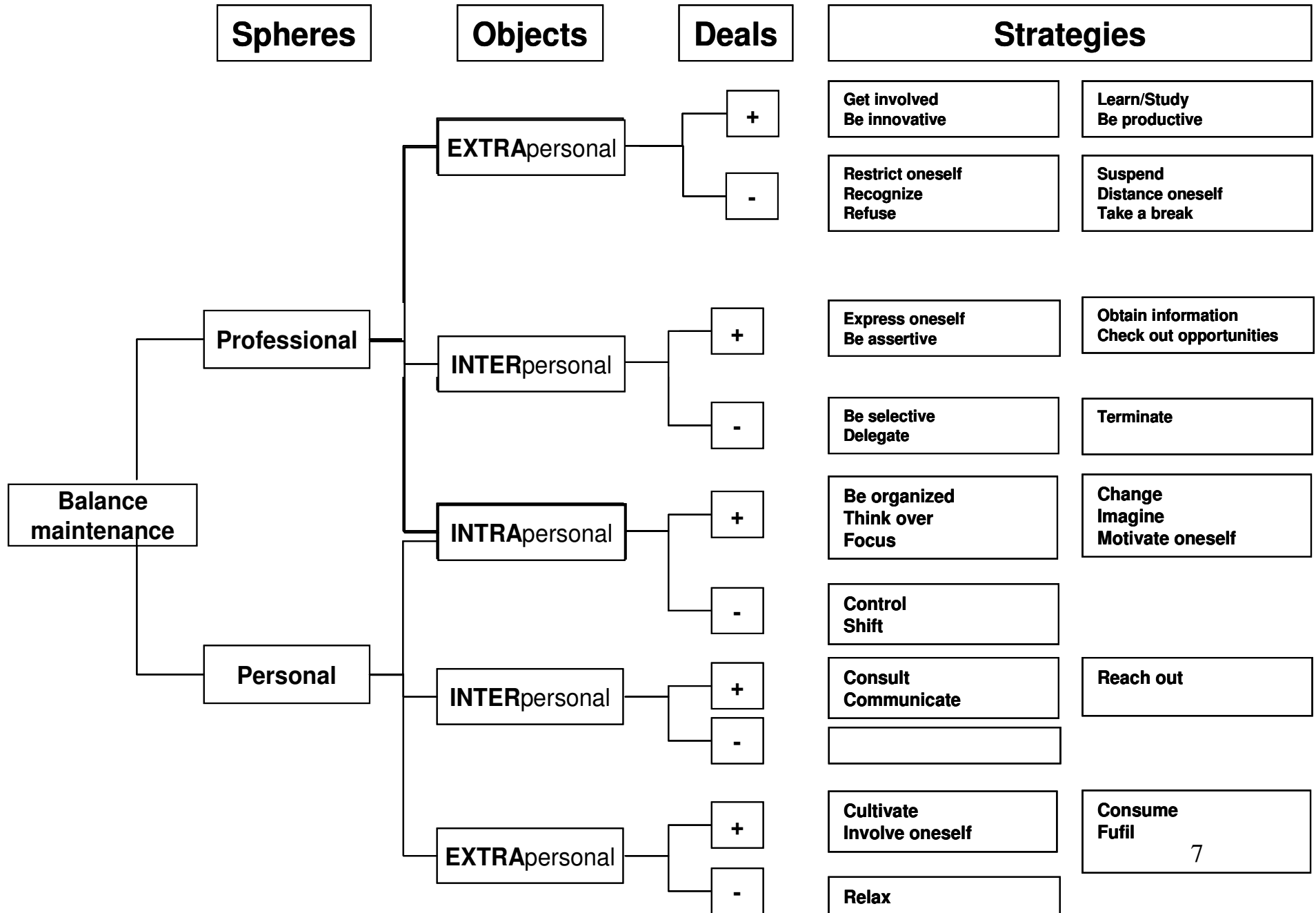
Perfect balance between what the Individual (I) gives to Environment (E) and the latter receives



## **BURNOUT**

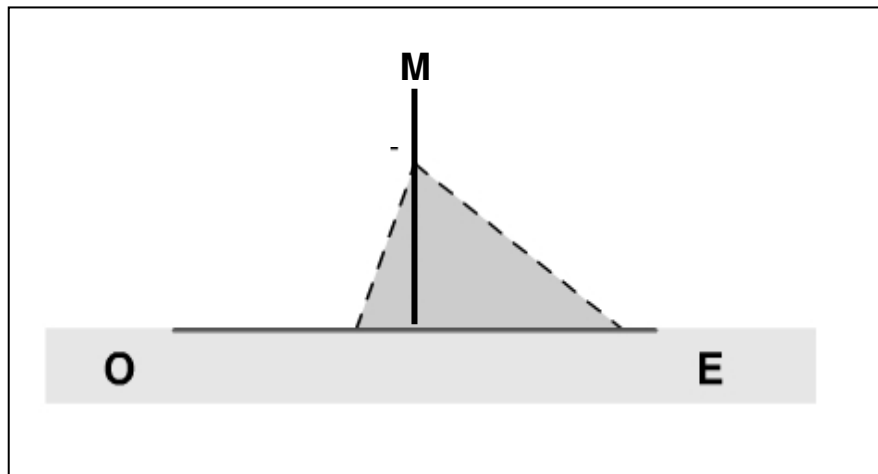
The Individual (I) gives far more to Environment (E) than the former receives

# Worklife Balance Strategies Used



# Burned out employee

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

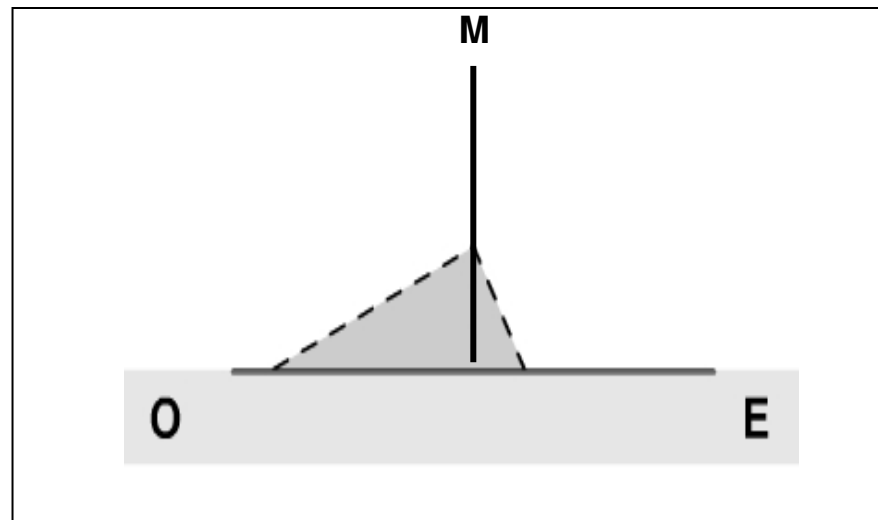




# Obsolete employee



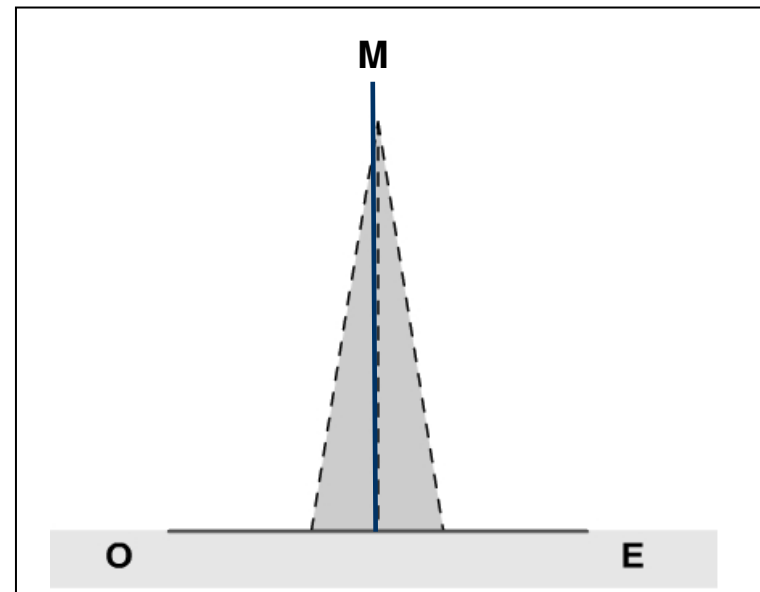
- 3 strategies
- 1 withdraw deal from the professional sphere under INTERpersonal object
- 2 add deals in the INTRApersonal object
- No EXTRApersonal strategy



# 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

**Retrospective**

**Reviewing the  
past :**

**Objective**

**Factual**

**Eyes open**

**– Prospective**

**Looking at the  
Future:**

**Subjective**

**Overall view**

**Eyes closed**

**= Action**

**Filling the gap  
now, at the  
present:**

**Short, medium  
and long terms**

**Space: System  
of roles and  
projects<sup>1</sup>**

# 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

<b>Retrospective</b>	<b>– Prospective</b>	<b>= Action</b>
<b>Reviewing the past :</b>	<b>Looking at the Future:</b>	<b>Filling the gap now, at the present:</b>
<b>Objective</b>	<b>Subjective</b>	<b>Short, medium and long terms</b>
<b>Factual</b>	<b>Overall view</b>	<b>Space: System of roles and projects</b>
<b>Eyes open</b>	<b>Eyes closed</b>	



# Reviewing the maintenance of a Work-Life balance

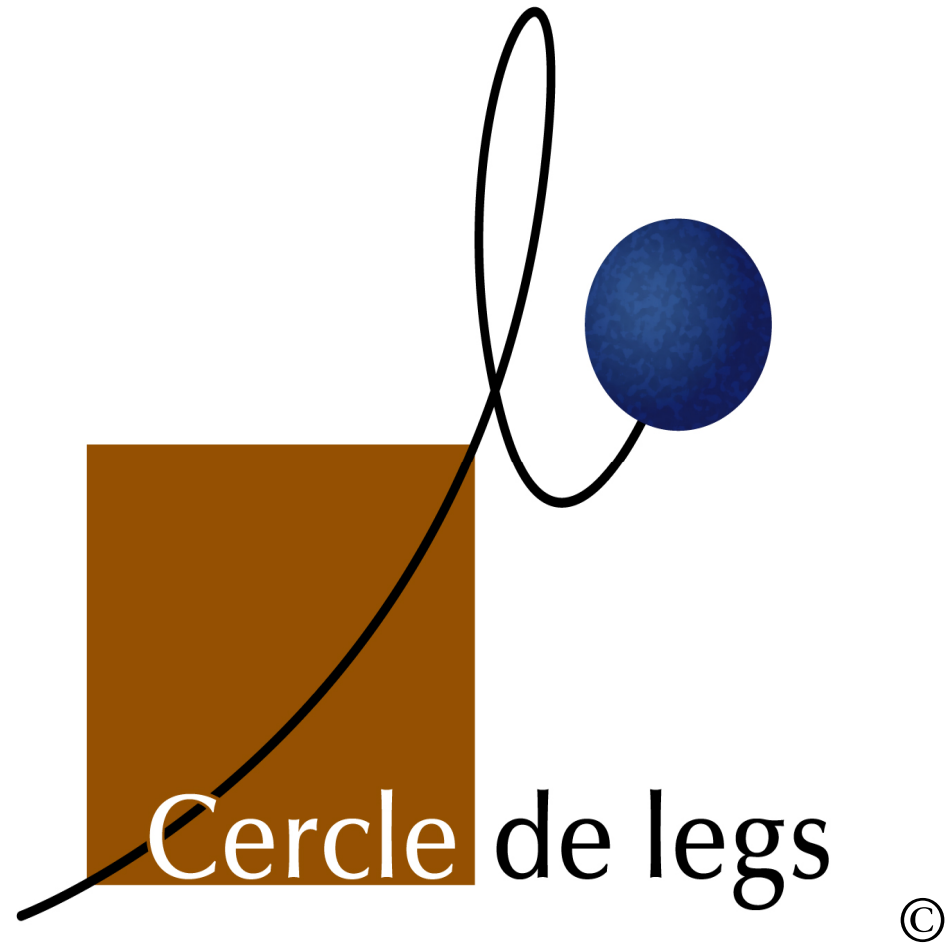
<b>Retrospective</b>	<b>– Prospective</b>	<b>= Action</b>
<b>Reviewing the past :</b>	<b>Looking at the Future:</b>	<b>Filling the gap now, at the present:</b>
<b>Objective</b>	<b>Subjective</b>	<b>Short, medium and long terms</b>
<b>Factual</b>	<b>Overall view</b>	<b>Space: System of roles and projects</b>
<b>Eyes open</b>	<b>Eyes closed</b>	

# Work-Life balance: subjective and objective visions - recommendations

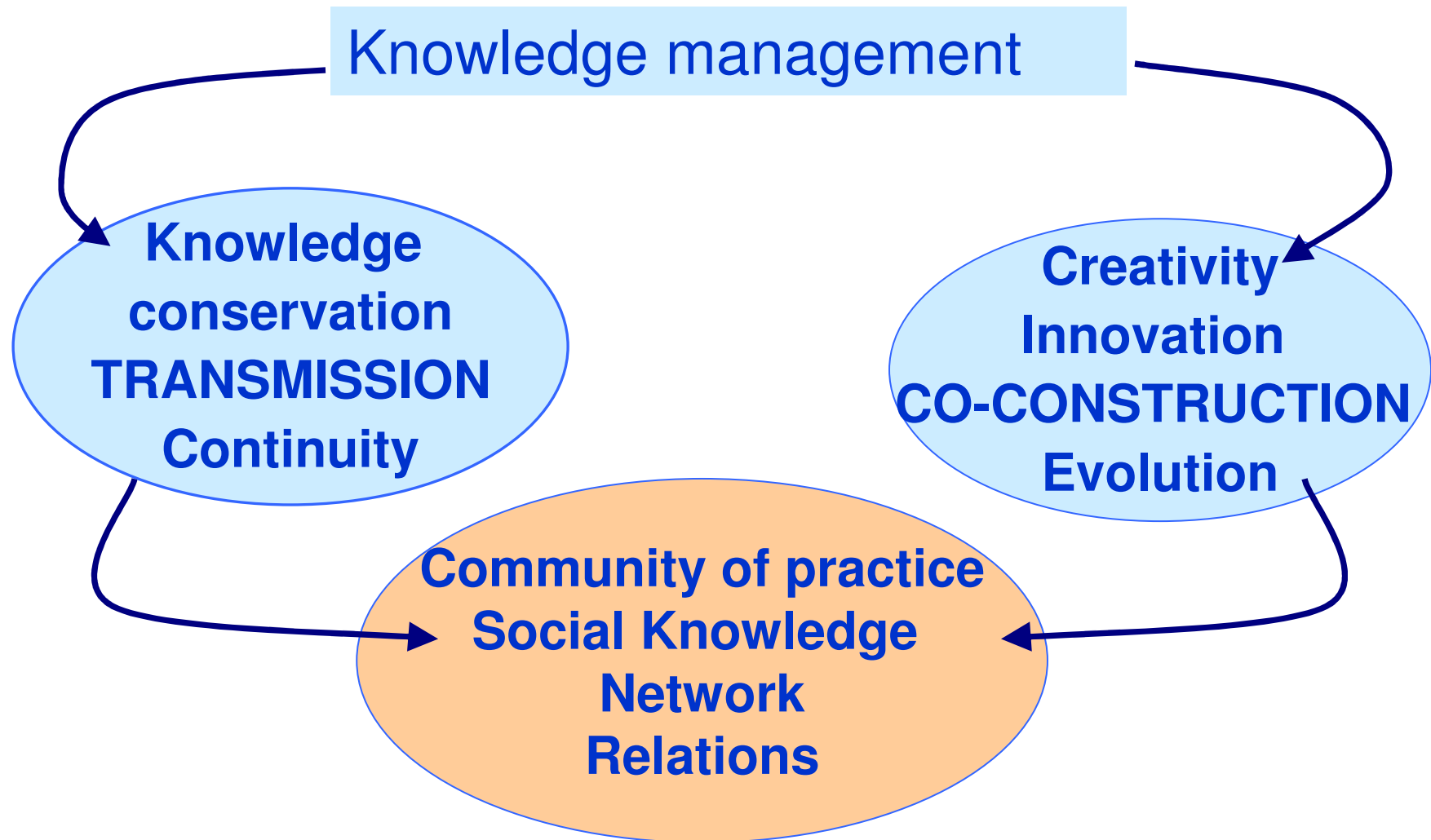
Subjective visions	Objective visions	Situations	Recommendations according to situations
I  E	Capacities < Tasks	Burnout	<ul style="list-style-type: none"> <li>- Break up continuous people contacts</li> <li>- Know what stress your job entails</li> <li>- Learn to say no</li> <li>- Delegate responsibilities</li> <li>- Break large projects into smaller parts</li> </ul>
I  E	Capacities = Tasks	Optimum maintenance	<ul style="list-style-type: none"> <li>- Maintain prof. and pers. relationships</li> <li>- Keep establishing goals</li> <li>- Continue managing well your time</li> <li>- Maintain sound health</li> <li>- Know your stress points</li> </ul>
I  E	Capacities > Tasks	Obsolescence	<ul style="list-style-type: none"> <li>- Get to know new people</li> <li>- Develop other interests</li> <li>- Take as many risks as possible</li> <li>- Avoid isolating yourself</li> <li>- Aim for success</li> <li>- Get out of routines</li> </ul>



**A paradigm ultimately leading to career legacies**

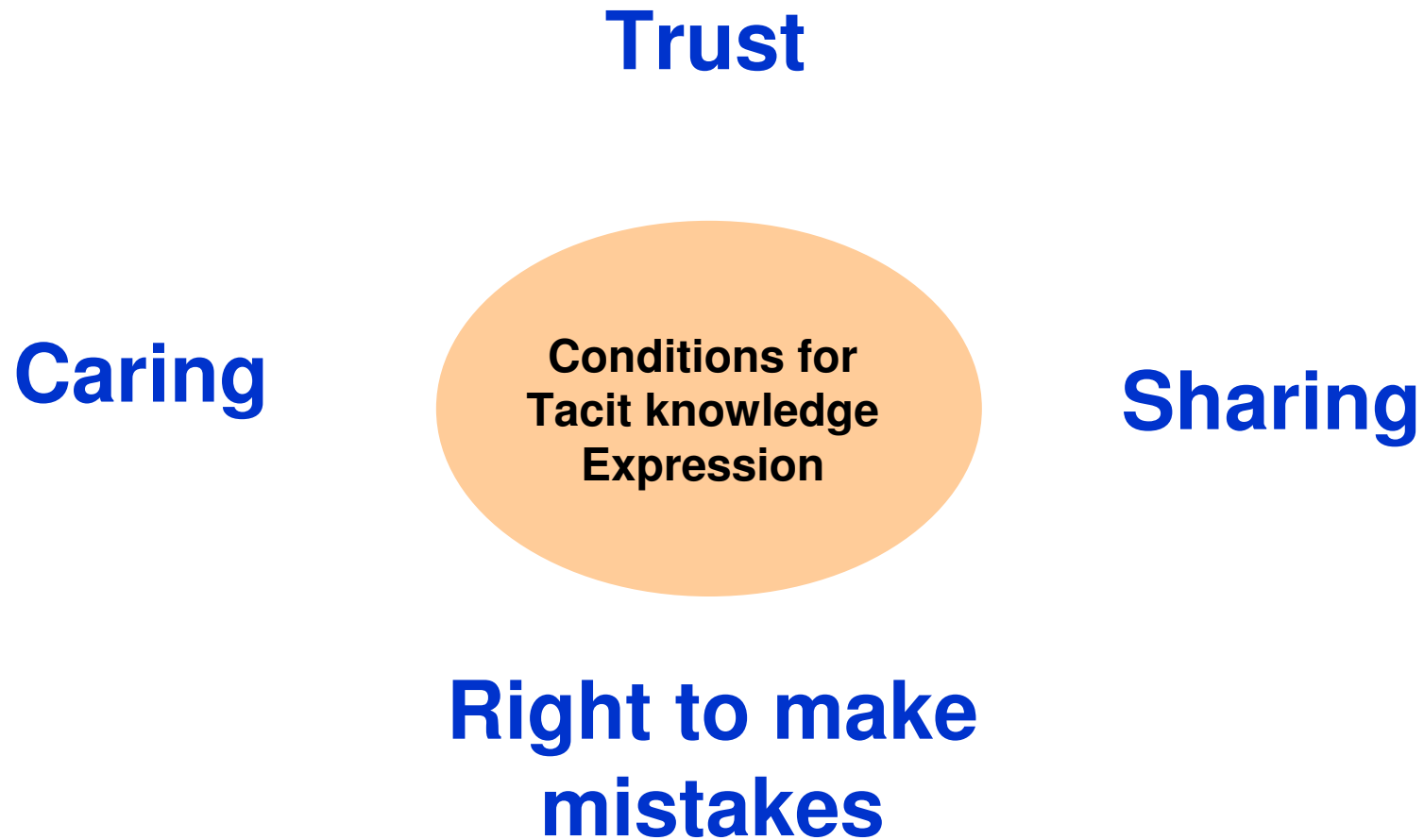


# Learning organization philosophy



*Paquette, 2002; Senge, 2001; Jacob et Pariat, 2000; Argyris et Schon, 1978*

# Learning organization values



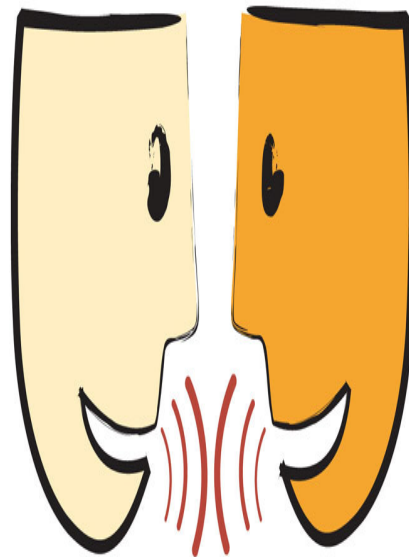
*Jacob, 2003*

# The relations are in the heart of the Work-Life Management

**88 %**

**Effective Work-Life maintainers succeed because they have a supportive relation**

*Cordeau, 2001*

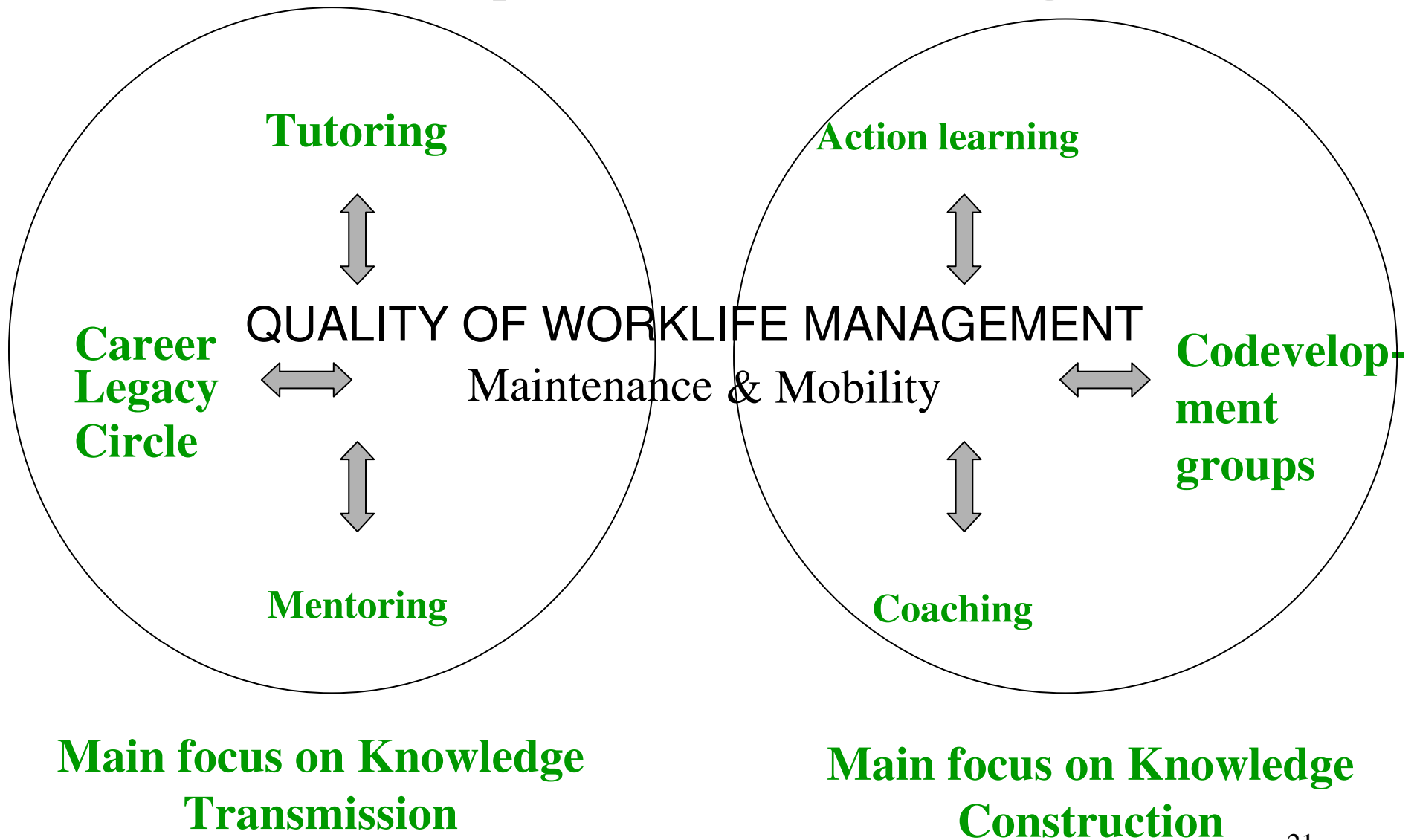


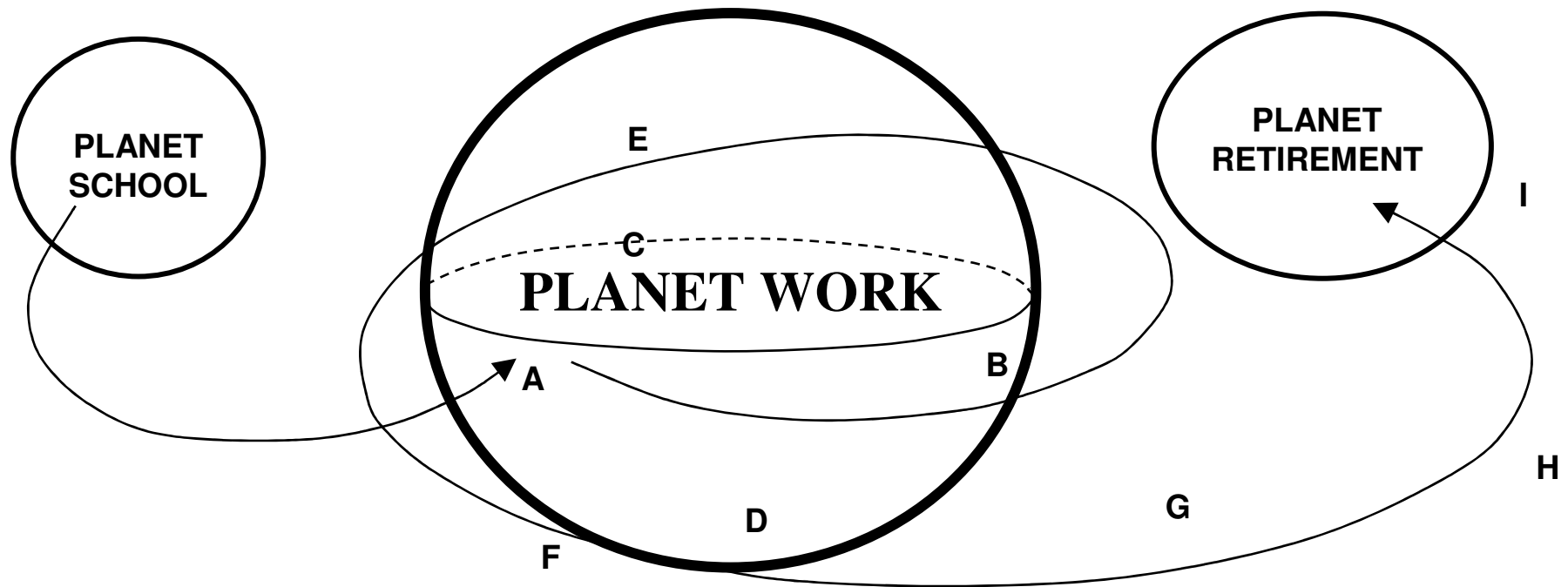
**80 %**

**Of workers problems are relational based (communication and media)**

*Clavier 2001*

## Relationship based continuous learning model

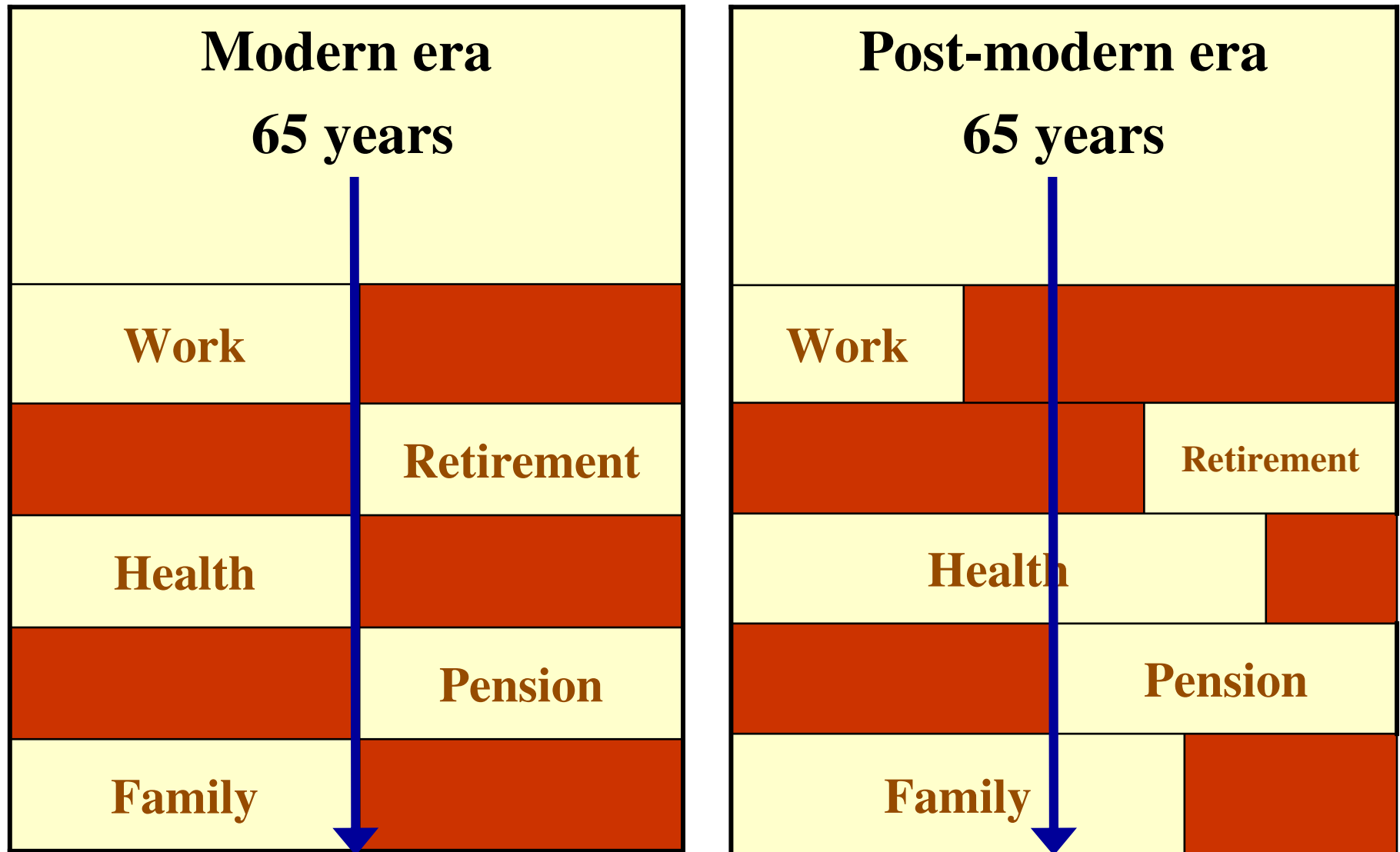




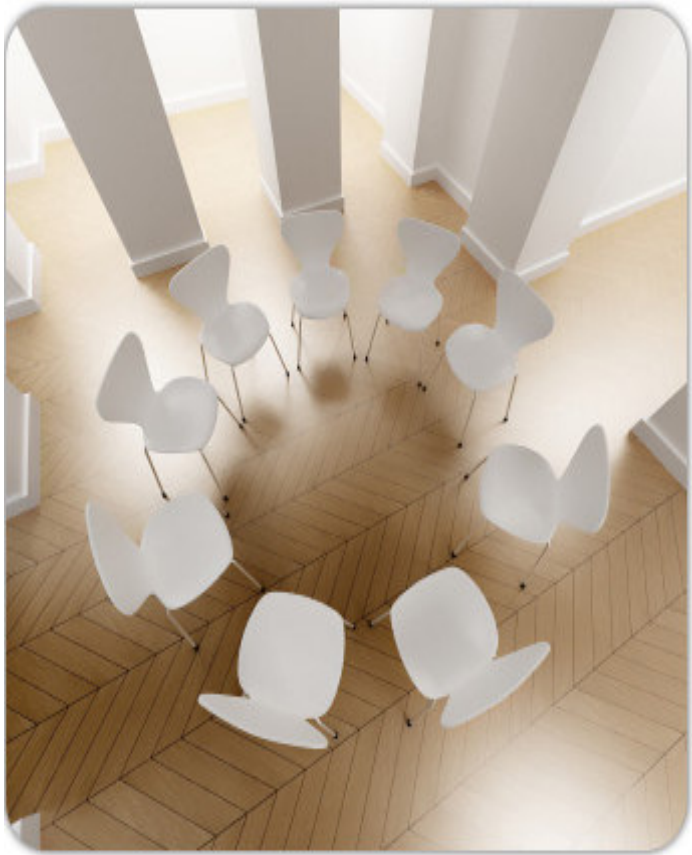
### To Maintain a Work-life Balance throughout ones' career

1st third	2 <sup>nd</sup> third	3rd third
➤ <b>Intimacy vs Isolation</b>	➤ <b>Generativity vs Stagnation</b>	➤ <b>Integrity vs Despair</b>
➤ <b>Adaptation to ones' job and to the world of work</b>	➤ <b>Revising, maintaining or changing</b>	➤ <b>Wrapping up, Taking action, Leaving a legacy</b>
➤ <b>Risk taking</b> <b>Giving oneself permission to make mistakes</b>	➤ <b>Maximizing mistakes</b> <b>Considering an about face</b>	➤ <b>Taking responsibility /Reframing, Knowing how-to-stay / how-to-leave</b>
<b>RPA- RPA- RPA</b>	<b>R-P-A</b>	<b>R – P- A</b>

# Work-Retirement transition



# What is a Career Legacy Circle ?

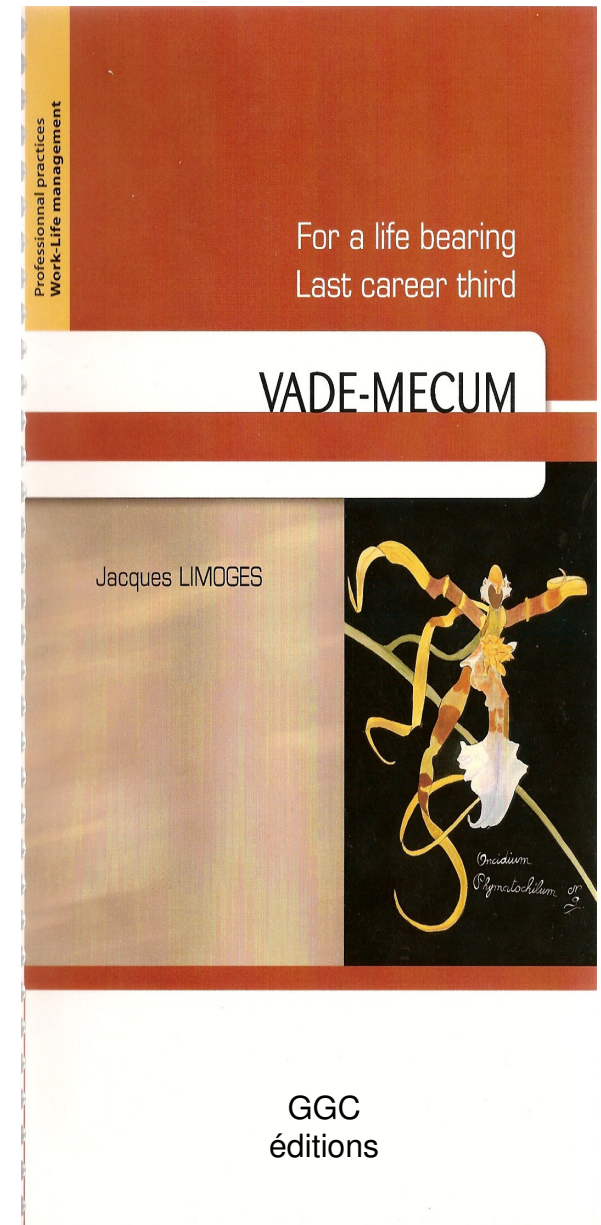


1. Is a dialogue space that brings together 6 to 12 people in the last third of their working life.
2. The recommended accompaniment develops two bodies of knowledge:
  - knowing how to stay and knowing how to leave
  - which implies, among others, wrapping things up and transmitting one's professional legacy.

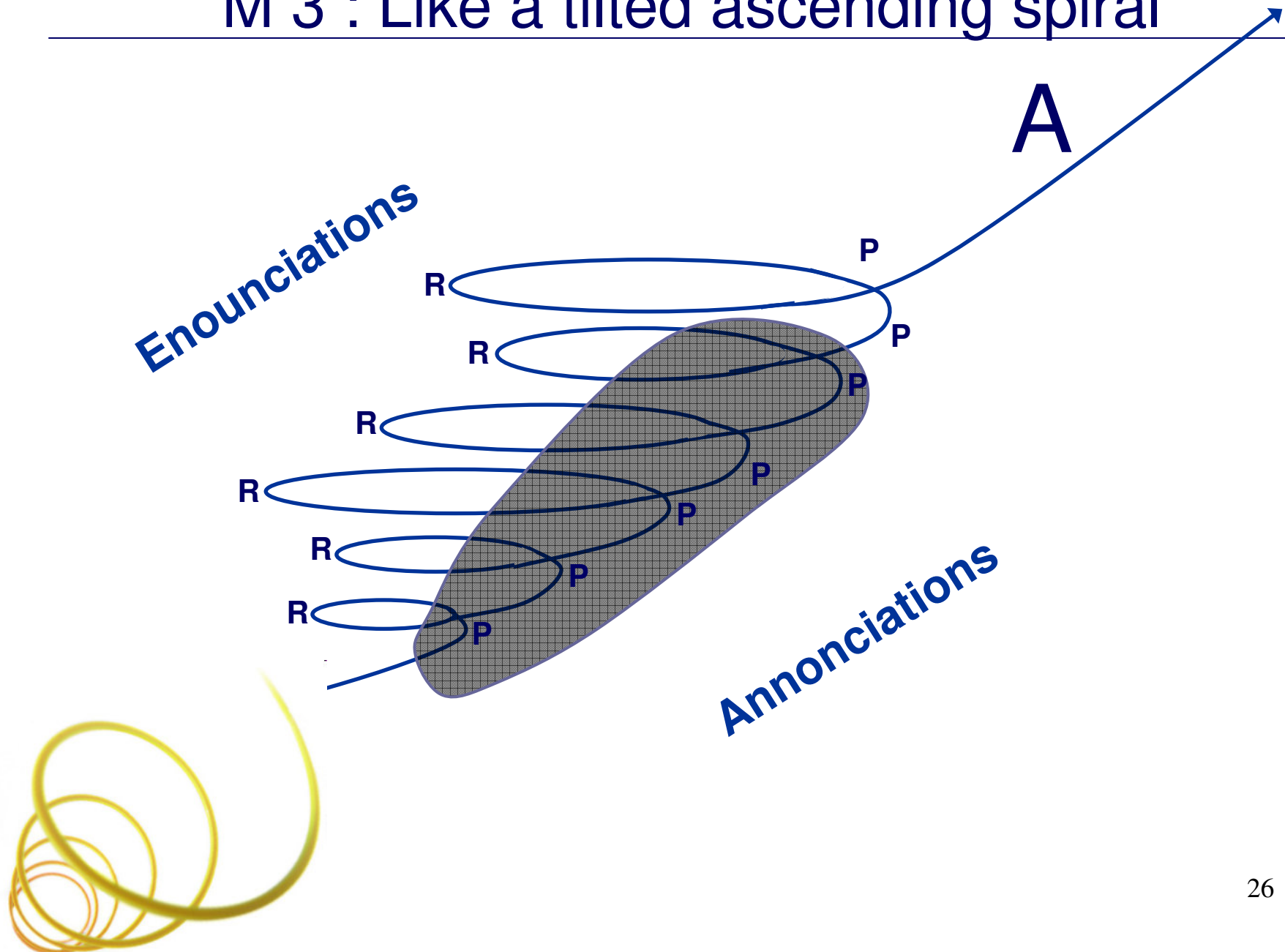


# Career Legacy Circle : characteristics

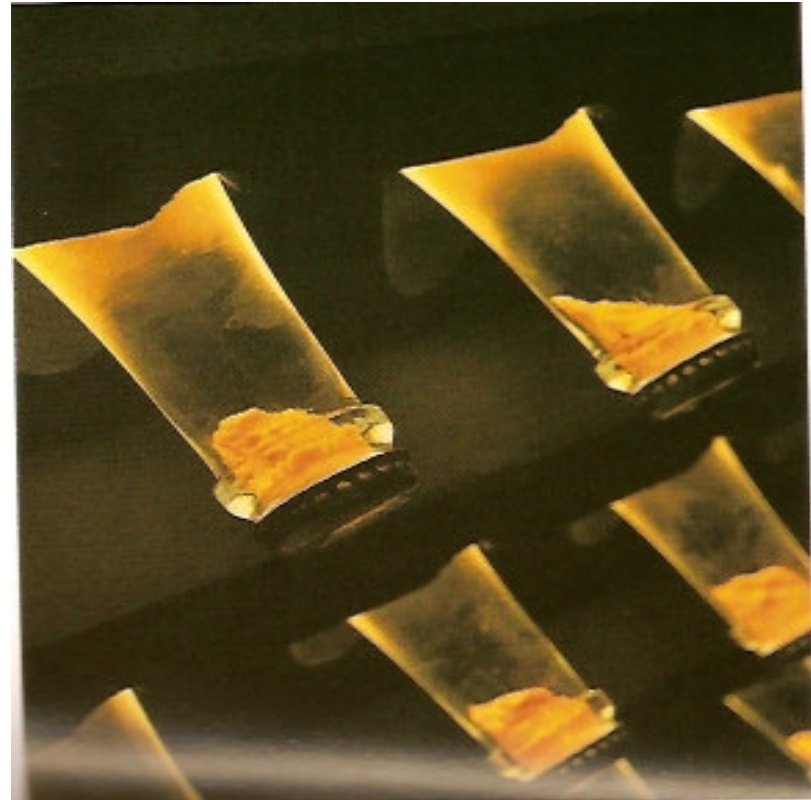
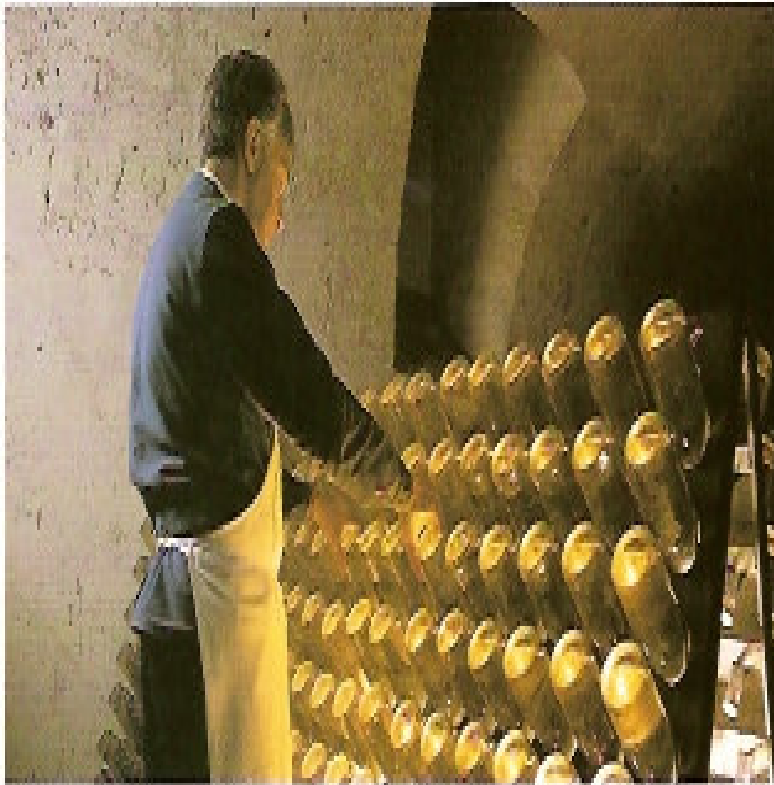
- Meets 6 or 7 times
- 3 hours each time every 2 to 4 weeks
- Homeworks between sessions via Vade-Mecum & amazement connections (*Ah!Ah! Report*)
- RPA technique
- To generate the most noble action- like an ascending spiral
- « Champagne » method
- One month after the last meeting, a one-hour professional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



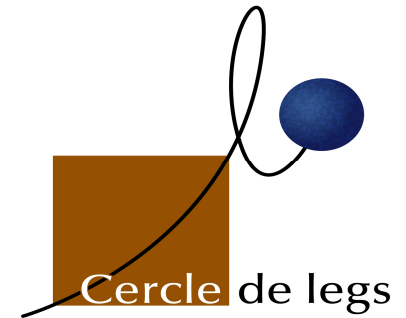
## M 3 : Like a tilted ascending spiral



# « Champagne » method

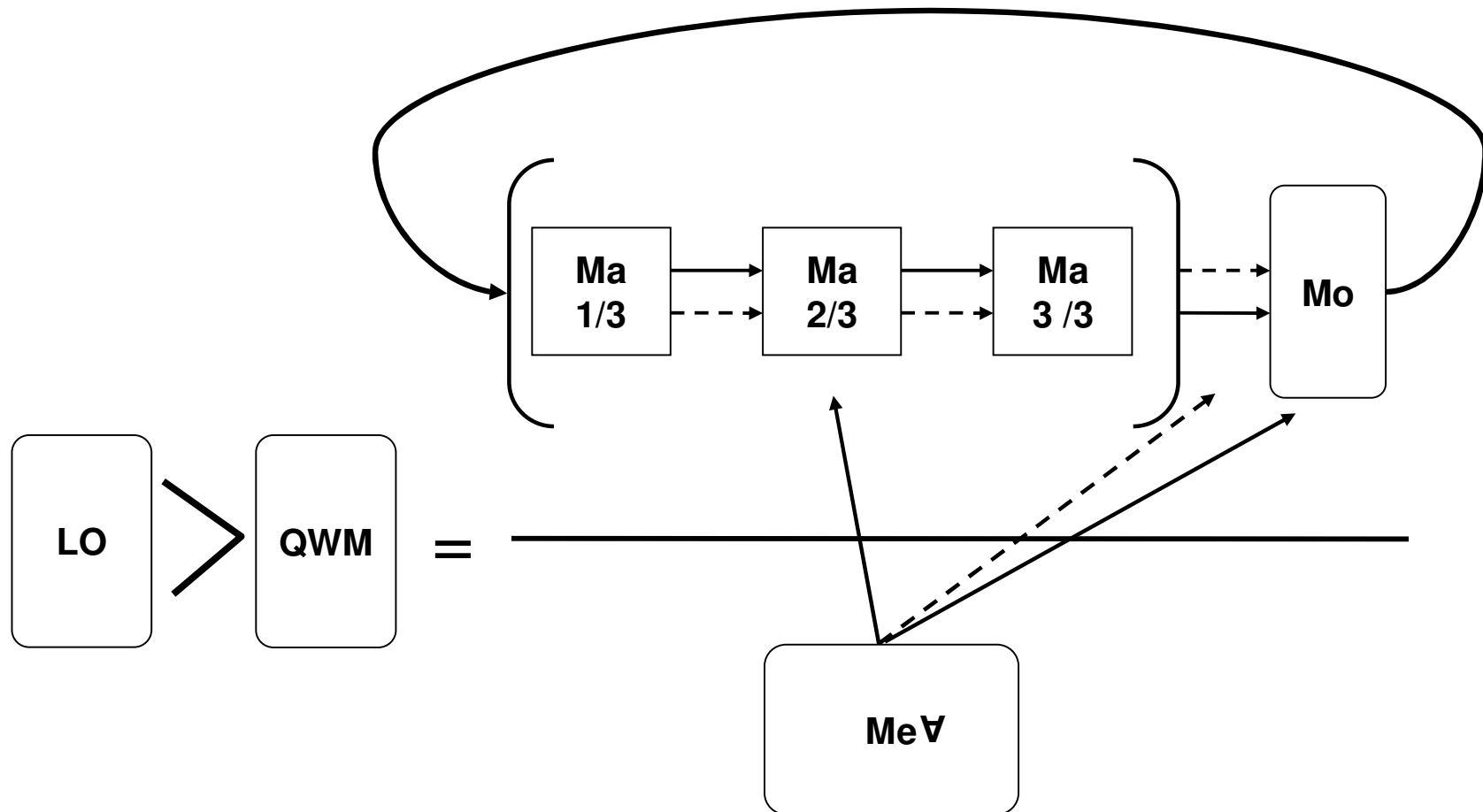


# To witness the richness of the human journey



- **Professional legacy**
- **Retirement**
- **Work-Life balance maintenance**
- **Individual-Environment interaction  
(including intergenerational relations)**

# Three “M” Organizational Lifelong Learning Model



For a each stage of career,  
a specific learning relation



**To conclude:  
In troublesome times...**









