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## The New American Family, and a New Generation of Young Americans Entering the Workforce

Flo A. Kistner

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## ABSTRACT

# **The New American Family, and a New Generation of Young Americans Entering the Workforce**

**FLO A. KISTNER, B.A., CPC, ART**

An Abstract Presented to the Faculty of the Graduate School of Lindenwood University in Partial Fulfillment of the Requirements for the Degree of Master of Business Administration

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## ABSTRACT

This thesis focuses on the dysfunction of a significant proportion of America's youth and shows how it can be attributed directly to lack of parental presence or parental control. Today's youth are in total chaos. Research shows there is a definite lack of quality time with today's children from their parents. This lack of parental involvement plays a crucial role in the development or lack of development of today's youth and tomorrow's workers.

The purpose of this study is to examine the changes in the structure of the American family, and the resulting need for management to assume a more parental, supportive, but tough-minded role to cope more effectively with this new breed of young Americans.

The author holds that the dysfunction of today's youth is clearly attributable to two-income households, daycare, divorce, and external influences that will eventually affect the new generation of tomorrow's workers in the structural workplace.

Studies show that tomorrow's managers will have to take a more parental role towards their employees in order to be effective in the workplace. The necessity for this parental role can be traced or attributed to the alarming fact that a significant number of today's youths are not receiving the support and guidance that only a parent can give.

Research also indicates that companies will have to become much more creative in developing programs that address work/family issues. Many companies are providing EAP's (Employee Assistance Programs), daycare facilities, and onsite-financial planning.

Ultimately, attitudinal changes in the family will be an impetus to attitudinal changes in the workplace.

ELISA KISTNER, B.A., CPC, ART

A Culminating Project Presented to the Faculty of the Graduate School of  
Lynchburg College in Partial Fulfillment of the Requirements for the  
Degree of Master of Business Administration



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1997

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No one can do it all alone. No one writes a book alone. I am deeply indebted for the love and care of the following individuals who helped give this book life and direction. My husband Markie for his

### DEDICATION

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**INTRODUCTION**

The American family has changed dramatically in just a few of generations. Remember when husbands were breadwinners, wives were homemakers and everyone was happy? The term for this arrangement, particularly among politicians, is "traditional" family. Historically, the traditional family was an integrated structure consisting of mother, father, brothers, sisters, and grandparents. Parents, children, and other family members were able to spend quality time with each another. This quality time was a top priority within the family. It seems that as times have changed, so have the American family's priorities. This change in the structure of the American family has profound implications for management, as children who have been raised in today's families begin to enter the workforce.



### **Traditional Families**

Historically, women/wives stayed home to care for their children (Miller 70). Now, less than ten percent of the households in America fit the traditional "Ozzie and Harriet" or "Ward and June Cleaver" of yesteryear where the father was the bread winner and the mother stayed home to care for children (Wojahn 66).

According to Hamburg in his book Today's Children, the realization that change is essential to controlling the spiraling dissolution of the traditional Family. In order to have systematic change, the present inefficient and chaotic lifestyles need to evolve from the ineffective historical prototype, with emphasis upon the needs of today's family members. The rules can not apply for this generation, nor the generations that will follow. Society needs to let go of some of the ineffective and outdated standards, and create a new set of disciplines that are reality based (Hamburg 95).

At the moment, nearly two thirds of families in the United States are two- income families (Wojahn 65). Most families,



now and in the future, will need two incomes to maintain an adequate lifestyle. "Child care will be a necessity not an option" (Gage and Mitchell 174). A contributory factor associated with influences on today's youth are the problems associated with two-income families. One critical issue that plays a crucial role in the emotional stability of today's youth, is the significance of divorce. Divorce in families has a major emotional impact on present-day-youth and his or her prognosis for the future. The thesis topic chosen deals with some of the powerful disruptive influences that affect today's youth, and attempts to evaluate them or these contributory factors.

- ◇ Some causes that affect today's youth are: external influences such as peer groups and gangs, two-income family, and divorce.
- ◇ Areas that are effected are: emotional stability and insecurity.

- ◇ Some possible advantages: adaptability to change today's youth have more social activities outside the home.
- ◇ Some possible disadvantages: emotional stability and sense of not feeling connected.
- ◇ Underlying problems: parents do not have time or energy for the children.
- ◇ Broader issues: higher crime rates among youth .
- ◇ Important aspects: what are we teaching our children as role models?
- ◇ Symptoms: loss of interest in school, depression, suicidal thoughts or attempts at suicide.
- ◇ Related issues: breeding ground of anger and neglect.

Today's youth are lacking a development of life long relationships. They attempt to fill this void with external influences such as peer groups and gangs. If these adolescents could find assurance and comfort within their own families, perhaps the relationships within peer groups and

gangs would become unnecessary. The goal is to improve family life and the lives of our children, now, as well as in the future (Louv 168). Due to the transient nature of today's youth there is a lack of development of life-long relationships.

Today's youths are heavily influenced by external influences, such as peer groups and gangs. The goal is to improve family life and the lives of our children, now, as well as in the future (Louv 168).

It would appear that the more of the world that children experience, the more they assume they know, and the less they think they need adults. Because children seem to know more about the world, adults are more likely to assume, sometimes wishfully, that children can take care of themselves. As a result, children and adults pass each other in the night at ever accelerating speeds. The way to reverse this process as Lemmon states, is to find ways to increase positive contact between adults and children. That prescription is deceptively simple. It demands not only a reworking of priorities within

each family, but also a reweaving of the larger environment so that positive contact is more likely (17).

When parents and children speak of the nature of childhood today, they seldom advocate or criticize specific government programs or child-rearing philosophies; mostly they express their sense of isolation and disconnectedness, their feeling that something unnamed is unraveling around them. This unraveling that they sense is the family unit, often referred to as "the web" (Leman 19).

### **Family Web**

The family makes up a web. Each strand depends upon another for strength and support. The first strand is made up of parents; the second is the children; the third is the workplace and how it treats parents; the fourth is the neighborhood; and the fifth is how the city is shaped. This web is emotional as well as physical. Intuitively, we all understand that the web supports us all, and that attending to it will improve life for children and also for adults as well. According to author James Comer,



Director of the Yale Child Study Center, “What we have lacked is a conceptual framework and a set of guiding principles that could unite parents, neighborhoods, and society, principles that could help us, within our families and communities, move beyond fragmented, programmatic, and often counterproductive approaches” (qtd. In Louv 6).

A new web, more appropriate for the times and the economy, can surely be woven. It will be created through transformed public schools, family-friendly work places, new community designs and new ways of structuring family values. According to Comer, “children are willing to accept parental influence until they’re eight or nine years old; then they drift towards forces outside the home” (qtd. in Louv 7). In the past, children might have turned to extended families, churches, and healthy neighborhoods. “Between home and school, at least five close friends of my parents reported everything I did that was unacceptable,” he said. “They’re not there anymore for today’s children” (qtd. in Louv 7).

Once the web begins to unravel, the smallest bodies fall through first. How we face the destruction of the old web and the weaving of a new one will not only shape America's future character, but our character as individuals as well. The nation is in the midst of what could be called, to extend psychoanalyst Erik Erickson's famous categories, a "generativity" crisis. In Erickson's theory of personality growth, the seventh of eight stages of growth is generativity versus self-absorption. To Erikson, involvement in the well-being and development of the next generation is the essence of generativity. This state includes being a good parent, but it represents more than that. Adults, whether or not they themselves are parents, need to be needed by the young. Unless adults can be concerned about and can contribute to the next generation, they will suffer from stagnation (Childhood and Society 103).

In Erickson's view, "these adults are barred from passage into the final state of development; ego integrity versus despair" (Identity: Youth and Crisis 107). In this stage, a sense of integrity comes from satisfaction with one's own life cycle and

its place in space and time; the individual feels that his or her relationships, actions, and values are meaningful. Despair arises when a person is convinced that it is too late to try again. Will we be able to look back with pride on how we care for our young? The solution is to focus on our children. This does not mean that we should indulge our children in obsessive, guilt-induced materialism. We should connect to something bigger than ourselves, bigger even than our own individual families (Identity: Youth and Crisis 107).

Seldom do we ever think of our children as an investment that will pay future dividends. We use that term for commercial ventures such as being invested in our jobs, our careers in our homes, or in the stock market. But there are far more important returns from an investment in positive, continual caregiving. We are there to touch base, to relive our own childhood, or to repair or compensate for what we never experienced. If we manage this investment wisely it can provide wonderful dividends of pleasure and satisfaction at seeing the child, adolescent, and then adult thrive. If we do not



create a secure foundation for our child, in the end it can become very costly, both financially and emotionally (Leman 18).

Positive parenting requires a considerable investment in time and effort. By making that investment in these crucial early years, not only will a strong bond and secure attachment be forged, the investment will also lay a firm foundation for the child's later success in school. This investment further pays off as your child becomes an adult who is both loving and responsive to their own future, children, and spouse. The goal is to improve family life and the lives of our children, now, as well as in the future (Bowlby vol. 2: 212).

According to Louv, "Today's children are living a childhood of firsts. They are the first day-care generation. They are also the first multicultural generation, and the first generation to grow up in the electronic bubble, the environment defined by computers and new forms of television" (5). Today's children are the first generation who see nature as

more of an abstraction than reality. Their days are spent in front of the television rather than playing outside. (Louv 5).

The quality of caregiving is defined primarily from the behavior of the primary attachment figure. In other words, we learn how to be parents from the actions of our own parents. As a result, the early investment in continuity of positive parenting can pay off years later as the child becomes a parent to his or her own child. Thus, there is a continual and ongoing intergenerational benefit, not only to the families involved but to society as a whole. Even in these changing times, mothers still seem to be the family reporters, guardians both of the hearth and of the truths of the family's emotional life, and gatekeepers between the family and the outside world (Berezin 13).

As Lillard indicates in his book Living Longer, New Research, the heart of family life is marriage, the key organizing principle behind all civilization. Marriage, which brings the two sexes together in a unique legal, social, economic and spiritual union, has had special protection within the law and the culture because it is indispensable to civilized

life. No other relationship provides society what marriage does. No other relationship transforms young men and women into more productive, less selfish spouses and parents than marriage. No other relationship affords children such a rich economic, emotional and psychological environment. Only as we have drifted from the defense of families have we experienced soaring social problems, such as divorce, illegitimacy, sexually-transmitted diseases, and crime. The answer is not to push the envelope further but to develop the primacy of marriage within the law and the culture. "When marriage loses its unique status, women and children most frequently are the direct victims." (1135).

A mother is an individual with a parenting or attachment history. She brings to the task of parenting all the influences for her earliest relationship with her parents. Despite the ever-expanding supply of how-to-parent books and the general agreement among parenting experts that the most useful experts parents can turn to are other parents, parents today feel isolated from other parents. Their confusion is seldom shared in



any deep way. Parents and children are in an environment that does not make much sense. People are divorced from nature, their time is polluted, and they live in sprawling cities without centers and few natural meeting places. The environment does not nurture women and children, but drives family life deeper into itself (Eccles 114).

According to author J. Bowlby in his book A Secure Base, a rich body of literature indicates that our earliest relationships with our parents have cross generational influences—that patterns of attachment are transmitted from one generation to the next (123). This means that emotional security or insecurity is passed on. Furthermore, the research indicates that a woman's earliest parental relationships affect her ability to create intimacy in her marriage and form close ties to her children. "The same holds true for the father. Thus, it matters that our parents are accepting or rejecting, physically and emotionally accessible or absent due to death, divorce or depression"(142).

(3) consistent discipline

(4) The family is the first social organization with which humans come into contact. Families are the first classroom of life and often the most significant one. "It is within the family that we imbibe and incorporate skills and knowledge that will one day enable us to live outside it" (Scarf 17).

Families are comprised of a number of different members. Typically there are one or more adults, who may or may not be married to one another. There also may be any number of children who are siblings, step siblings and/or cousins. In some families, extended family members such as grandparents, aunts, and uncles also live in the household (Chalfie 116).

In a study exploring the dynamics of successful single parenting, Olson & Haynes found that the following themes contributed to calling that parenting situation successful:

- (1) acceptance of responsibility and challenges of single parenthood;
- (2) prioritization of the parent role;
- (3) consistent, nonpunative discipline;

- (4) emphasis on open communication;
- (5) ability to foster individuality within a supportive family unit;
- (6) recognition of the need for self-nurturance;
- (7) dedication to rituals and traditions (62).

Scarf has given up on trying to distinguish families according to structure. Her criterion for understanding and organizing thoughts and research about families is simply how well they function. She found that the structure of families varies too widely and has little to do with how successfully the family operates (208). Families can come in all shapes and sizes. Author Delores Curran outlined what were once the traditional functions of a family:

1. Economical survival. The family had a primary breadwinner, a helpmate, and children to support who eventually added to the income production.
2. Protection. Family members need each other for protection from threats outside their circle. The family protected the most vulnerable members and taught them survival skills.



3. Passing on religious faith. Before the tradition of "Sunday School" it was the family's responsibility to pass on stories of the faith.
4. Education of the young. Children were taught the trades of their parents so that they might have a viable livelihood when they came into adulthood.
5. Conferring status. In more stratified cultures, and times, the role that one's family played in the community was important in dictating the role each individual played, as well as his/her reputation (71).

The functions and definition of family have changed considerably over the years. Curran quoted Dr. Urie Bronfenbrenner's definition of family as a "group which possesses and implements an irrational commitment to the well-being of its members " (qtd. In Curran 71). The United Church of Christ Plan of Work describes families as "persons bound together by blood ties or mutual commitment that are sustained by shared and common hope" (Curran 8). Curran surveyed approximately 500 family and mental health therapists on what



they thought were the top fifteen traits of healthy families. Her book argued that the healthy family:

1. Communicates and listens.
2. Affirms and supports one another.
3. Teaches respect for others.
4. Develops a sense of trust.
5. Has a sense of play and humor.
6. Exhibits a sense of shared responsibility.
7. Teaches a sense of right and wrong.
8. Has a strong sense of family in which rituals and traditions abound.
9. Has a balance of interaction among members.
10. Has a shared religious core.
11. Respects the privacy of one another.
12. Values service to others.
13. Fosters family table time and conversation.
14. Shares leisure time.
15. Admits to and seeks help with problems. ( 26-27)

Author Maggie Scarf reached a slightly different conclusion about what makes families healthy. She used the Beaver's System Model, an assessment device used for clinical and research purposes to make sense of data she had already begun to collect on families. Three core concerns for families emerged in her research: power, intimacy, and conflict. How families dealt with these three types of issues determined where they would fall on a continuum of both competence and functioning. The most troubled families are on one end of the continuum, and healthy more productive families on the other. Level 5 families were the least functional. Scarf described them as the family in pain: "Ghost-Ridden, Leaderless, Confused " (208). The level 4 family was the polarized family: "The Tyrant and His Subjects ." Level 3 families were rule-bound where a "stable, nontyrannical form of governance emerges; the problem of intimacy is resolved. " (208) And levels 1 and 2 families were "Adequate" and "Optimal" - "Where boundaries are clear, conflicts are resolvable; as one ascends toward the top of the family competence continuum, a trust that good

things will happen in human encounters grows and prevails" (340).

Empowerment theory is based on the assumption that "the capacity of people to improve their lives is determined by their ability to control their environment, connect with needed resources, negotiate problematic situations, and change existing social situations that limit human functioning" (qtd. in Gibson 388).

Fostering a sense of empowerment and helping people feel a sense of control, can happen in many different ways. Social workers help find resources, and teachers guide the way through education. Families can be supportive, and the therapists can, among other things, help families and youth gain a sense of empowerment by giving voice to myths in the form of healthy rituals.

Community-based preventive activities designed to alleviate stress and promote parental competencies and behaviors that will increase the ability of families to successfully nurture their children, enable families to use other resources

and opportunities available in the community. These activities create supportive networks to enhance child-rearing abilities of parents and help compensate for the increased social isolation and vulnerability of families. These programs differ from traditional social services as their purpose is prevention and parents are actively involved in determining the content and nature of the program (Gibson 391).

Author Weissbourd and Kagan state that family support programs move beyond prevention toward "optimism". While prevention means there is intervention to prevent a problem, optimism "extends the concept of prevention because it moves beyond avoiding or preventing a problem to promoting optimal development of children and families" (Weissbourd & Kagan 22).

The most important relationship you will ever have is the one you have with your child.

Nothing will go wrong right the rest of the day. This negative fear is actually an added benefit of the negative images you have preserved about yourself—bits of all your failures, the



### **Development of Self-Esteem**

Self-esteem can be defined as the value you give yourself on a scale from 0 to 100. This value fluctuates continually and is very subjective, representing everything you know or believe to be true about yourself. The information feeding into your self-evaluation includes the way you looked and behaved when you were an adolescent. If you were overweight as a child, for example, you will most likely continue to perceive yourself as overweight through life. It may also include what you did five minutes ago. When things are going well for you, you feel better about yourself. When something unfortunate happens, you feel bad about yourself. Remember that day, not long ago, when you focused on one particular negative about yourself and a whole video tape of your imperfections played itself out in your head? When it was over, your overall self-esteem was at the bottom of the bucket. Nothing else went right the rest of the day. This negative video is actually an edited version of the negative images you have preserved about yourself--clips of all your failures, the

perceived put-downs by others, and the challenges you never got around to tackling. Self-esteem is also influenced by the comparisons we make with other people. We like to look for flaws in others, watch them fail, and then gossip about their shortcomings. We, in turn, look great by comparison (Leman 22).

**Role:** How highly you value yourself--in other words, your level of self-esteem depends on how consistent your actions are with what you believe your actions should be. For example, if you believe that "to err is wrong," your self-esteem will plummet every time you make a mistake. Eventually you will reach a point where your fear of being wrong or making a mistake will weigh more heavily on you than your desire to please other people. At that time, you might withdraw from the arena of active participation in decision making or conflict resolution (Hamburg 97).

**taken:** Curran states there are two self-esteem values with which we all function. One is our private evaluation of ourselves. This consists of what we really feel we are worth at

any given moment. The other is the mask or facade we present to other people. There is nothing wrong with having a facade, so long as you are aware of it. The danger of vertical illness (walking around pretending that everything is great and that the world is your oyster) increases when you begin to confuse reality with the facade. Your partner sees this before you do. Role-playing increases the possibility that you will feel phony and begin to devalue yourself. This could happen if one of your values is to be "true to yourself at all costs." Deciphering the difference is more difficult for men than it is for women, because men tend to operate in a hierarchical illusion. They often appear to be role-playing even in their private lives (26).

Curran continues, stating that women unconsciously encourage the "strong male" facade. They want to feel that a strong person will take care of them in the event something goes wrong. A friend of ours once observed, "I was born to be taken care of! Daddy always told me not to worry. He would always protect me." Daddy is dead and she is in a perpetual rage. After a divorce, she has no one to pay her bills and make



her happy. Double-blind expectations (unconsciously expecting someone to take care of you while consciously asking your partner to be more honest, open, and feeling) send mixed messages. If a man tells his significant other that he is worried about losing his job, she feels threatened. He senses this and puts on a facade, choosing not to burden her with his fears or any other reality that might make her unhappy. Masking does not eliminate his fear (27).

Some studies indicate that you can have two different levels of self-esteem operating at the same time: One level is how you evaluate yourself at work; the other, an entirely different value you place on yourself at home. When this value difference is significant, you most likely feel split or torn and in internal conflict. Your behavior will probably come across as hostile, withdrawn, and inconsistent. Hamburg indicates that "It has been our experience that women tend to feel higher self-esteem at home than they do at work, while men tend to feel higher self-esteem at work" (255). This may be because men

still feel uncomfortable with intimate relationships (Hamburg 278).

People with low self-esteem attempt to escape reality. They do not like who they are and fear they can never be who they think they should be. So they blame others for their failures and merge into roles and expectations that leave them feeling empty and afraid. Role-playing can be a dangerous defense. If you do not know who you are, neither will anyone else (Louv 39).

A major barrier to achievement and success in all areas of your life is the belief that you cannot, or do not deserve to succeed and/or be happy.

When you don't feel you deserve to be happy or successful, you will adjust events in order to make that belief come true. It is called self-fulfilling prophecy. You expect certain things to be or to happen and you somehow make them happen. Where did your expectations come from?

A major barrier to achievement and success in all areas of your life is the belief that you cannot, or do not deserve to succeed or be happy. Your major values concerning right and

wrong, good and bad, were formed by the time you were about eight years old. These values were assimilated from statements and suggestions made to you or demands made upon you by the people who had the greatest influence on you while growing up. These influential people included your parents, siblings, clergyman, grandparents, other people's parents, and close friends (Curran 152).

If approval was hard to come by in your particular environment, you learned to accept yourself as less than perfect and therefore unworthy of happiness. You may have accepted the injunction, "Work hard, your reward will be in heaven." Or, "If it's worth doing at all, it's worth doing right." Or, "Don't just sit there, do something." You began to believe, even if on an unconscious level, that nothing you did was ever quite good enough to please these important people. You might still feel that way, still engaged in an endless and unfulfilling quest to please everyone. Being a people-pleaser, and trying to please all of the people all of the time, is a losing game, just can't be done. The one who suffers the most is you and



ultimately your partnership. Many of the messages that you received early in life from those influential people can continue to keep you down or, at the very least, into a constant state of conflict within yourself (Curran 153).

Jeanine Skala, a self-employed, mother of two told this story: "As a little girl one of her earliest memories was coming home from school delighted with having received all A's, but one. My mother was flowery in her praise and pride, but my father, whom I loved dearly and was always trying to please looked at the report card and said, 'The A's are nice, but what's that B doing there!' "I was crushed! My dad had just affirmed that I was not acceptable until and unless I brought home all A's. That feeling of not being quite good enough became a major issue in the development of my self-esteem and feelings of self-worth. I was not acceptable unless I was perfect and I have never quite been able to be perfect. Since I am not perfect, I must be worthless" (Skala).

Our strongest need in life is for approval. As with Jeanine, some of the values formed in your early childhood



remain with you forever. When you return to the people from whom you need approval, your conditioned early values come up against new free-choice values. For example, your parents may have believed that if they "spared the rod" they would spoil the child. Your education and experience reinforce your belief that physical abuse has negative consequences. Besides, it's illegal to hit children! However, when you visit Mom and Dad, or they visit you, they criticize you for not punishing the children strong enough. You are in conflict. Whenever you go against an early value, you feel guilty (Brazelton 98).

The degree of your conflict may be major or minor. Your ability to cope with it will depend upon your awareness that a values conflict exists. When you are unaware, you will experience a feeling of disharmony or anxiety. Accept your right and their right to be different, think differently, and act differently. You will then be able to accept conflict as rational and normal. You may have a brief moment of anxiety, caused by guilt or fear, but you will be able to come to terms with these feelings based upon your new system of values. Consider it a

learning experience. It used to happen to us. When we went back to our respective parents' homes, we felt and acted like little children trying to please our parents. As a result, we tended to go on the defensive. Of course we were not aware at the time, that we were on the defensive, but it was there. We became irritable and snippy (Bowlby vol. 1 177).

Again, self-awareness is the key. When we are aware of this tendency, we commit ourselves to avoiding the defensive mode and operate with the assumption that others are not really trying to put us down. They are just locked into old patterns of behavior and interaction (Chalfie 119).

We take personal responsibility for our reactions and choose to change old patterns. It is not always easy. But if our parents could have done better, they would have. Just as if we could do better, we would. It was very rewarding actually to love them instead of being on guard and closed off. Now that they are all gone, we wish we had been a little nicer, called a whole lot more, and understood that they were young, vigorous, frightened people being held captive in aging bodies. They

probably were wishing that they had enjoyed life more while pursuing their goals (Chalfie 112).

**Know:** In the natural sciences, one no longer speaks of the food chain but of an intricate food web. The strands of childhood are interwoven; pull one, and all the others loosen or unravel. To strengthen one strand, those attached to it must be strengthened as well. Let's take a look some of the strands that are being stretched to the breaking point, at some of the interconnected stresses buffeting the American family (Louv 5).

### **American Family**

First, we must decide what makes up the American family. As parents, many of us dream about the past, about what families are supposed to be. We cannot quite remember what we dreamed, as when lying half awake in the morning we catch and assemble the trails of mist from disappearing dreams. We attempt to remember our collective American childhood, the way it was. What we often remember is a combination of the real past, pieces reshaped by bitterness and love, and, of



course, the video past -- the portrayals of family life on television programs such as "Leave It to Beaver" and "Father Knows Best" and all the rest. For many of the baby boomers the imaginary Cleaver family came the closest to encapsulating what they felt they had lost, even if they had never had it.

These television images drilled the myth of the American family into our minds and our culture even as the majority of families took on quite different shapes and characteristics (Louv 44).

American family life has never been particularly idyllic. In the nineteenth century, nearly a quarter of all children experienced the death of one of their parents. (No wonder the plots of so many Disney tales, psychologically rooted in the nineteenth century and earlier, were centered on the death of a parent.) Not until the sixties did the chief cause of separation of parents shift from death to divorce. The twentieth-century trend toward a widening variety of family definitions was interrupted only by the post-World War II boom in large families and early marriage. That period, however, may have been the real aberration. In the fifties, about 55 percent of American families



were modeled along the lines of the Cleavers. Today only three out of ten American families fits the "traditional" pattern of a homemaker mother and bread winner father (Louv 44).

Families today are more diverse and less stable. As Peter Ma Director of the Rand Corporation's Population Research Center says: "People think they are seeing departures the norm, but departures now are the norm" (qtd. in Hagestad 43). Another current reality of the American family is that family size is decreasing. There are now fewer parents, children, and other members per family than ever before in our nation's history. Younger couples divorce more readily and earlier in their marriages, which means that young children are more likely to be involved. The level and nature of divorce today foreshadows a future in which most first marriages will end in divorce. (Henry, Cegliean and Ostrander 49).

Stepparents are entering the social mainstream. Many schools now publish directories cross-referenced to two sets of parents with different last names. More children are born and raised out of wedlock. According to the Census Bureau, nearly

two out of ten of the women in the United States who gave birth in 1988 were unmarried. More families are headed by single parents and children are spending more of their lives with single parents. Soon a quarter of white children and close to half of black children may lose regular contact with a parent at some point during their childhood (Henry, Cegliean and Ostrander 32).

Just about everyone these days seems to have an opinion about what the right kind of family should be, but children -- especially younger ones -- define family in a much looser and a much more open and forgiving way than do many of their parents. Valeria Lovelace, the Director of Research for "Sesame Street," studied how children define family in the late eighties. "We asked children about all kinds of configurations, whether a 'real' family is a nuclear family, or a mother and child, or a number of other possibilities," said Lovelace. "And what we learned from them is that children are very open in what they're calling family." For example, children were most likely to identify "Mr. and Mrs. Brown and Billy" as a family. The nuclear

family is still the most readily accepted. "However, later on in our interview, we said Mr. and Mrs. Brown and Billy live together but they don't love each other. Are they a family! And half the children who had earlier identified Mr. and Mrs. Brown and Billy as a family now said no, they were not a family. In the minds of three- to five-year-olds, when you say 'family,' they don't think about a configuration, but an expectation of love and caring that goes along with it. When they talk about family, they talk about love. They talk about caring. As adults, we don't necessarily give children credit for thinking in these terms" (Lovelace).

In the interviews that the author conducted, the younger the children were, the more open they were to new family forms. At John Weldon Elementary School in O'Fallon, Missouri, the author asked a classroom of third- and fourth-graders to define normal family." Was a single-parent family normal? Or did a normal family need two parents? Among the comments:

(1) "I think a normal family is a dad and a mom and then two children who live in the same house and like each other."



- (2) "A normal family is sort of like the 'Donna Reed Show, a sister and brother same age, a wife and husband, and maybe a little baby, and they do the normal stuff and the wife stays home and cooks and stuff, my dad goes out to work, and the children go to school in the morning."
- (3) "A bad thing is if you have two parents in one house, there's more of a chance of big arguments, and of roughing it out on the children."
- (4) "Well, I don't think a normal family has to have two parents living in the same house, but a normal family is like, a mom and a dad -- they don't have to live together though -- and the children -- they know that their parents love them and know that it's not their fault that they got a divorce."
- (5) "I don't think a normal family has to have two parents because all the family really has to have is people who care about each other." Ironically, as the average size of families becomes smaller, stepfamilies -- or "blended" families (mine, yours, ours) -- give some children a greater sense of family and belonging (Personal Interview July 1997).



It is not uncommon nowadays to hear parents with adolescent children complain that they have lost control of their children. Bookstores are filled with parental self-help books offering advice to parents on how to deal with their teenaged sons or daughters. Also, the youth-oriented mass media are filled with messages encouraging defiance and disdain toward adult authority. Parents are frequently ridiculed in popular sitcoms. With a few notable exceptions such as *The Bill Cosby Show*, television and radio programming rarely support compliance or respect for adult knowledge and experience. It is also the case, however, that many parents relinquish control as their youngsters get older by not remaining as actively involved in their children's upbringing; for example, in their schooling (Glasser 142).

Many educators believe that children are more likely to do well in school if their parents are involved in school activities than if the parents are uninvolved. Having a parent attend PTA meetings doesn't necessarily lead directly to higher test scores or better conduct marks for the child. Rather, parent

participation in school activities is likely to mean closer parental monitoring of what is happening in the school in general and in the child's classroom in particular. This can lead to better coordination of teacher and parental efforts, to greater personal attention for the child from the teacher, and to problems being detected and corrective action being taken before difficulties become too serious. The fact that the parent bothers to get involved communicates to the child that he or she considers school important. In addition, parental participation in organized school activities is usually an indication that the parent provides other forms of encouragement and support for the learning process outside of school (Dreikurs 112).

Most parents today have high educational expectations for their children. Virtually all parents expect their children to finish high school and nearly three-quarters expect their offspring to get college degrees. But do parents follow up on these high ambitions by getting actively involved in their children's schooling? Do they work closely with the school to monitor how things are going, stimulate student effort, and help

out where needed and appropriate? Do public schools welcome and encourage parental involvement, even on the part of parents who may feel uncomfortable at school because of their own meager schooling or lack of facility with the English language? For many American families with children, the answer to these questions is no (Dreikurs 113).

### **Statement of Purpose**

The major hypothesis of this thesis is that the dysfunction of a significant proportion of America's youth can be attributed directly to lack of parental involvement. Many of today's youth are in total chaos. They are presently a consumption machine that is costly, cumbersome, and frustrating for parents, teachers, and society. There are two related hypotheses that are also central to this thesis. One, the changes in the structure of the American family has produced a whole new generation of men and women who are dysfunctional in complex but understandable ways. Hypothesis

two is that American management must assume a more parental, supportive, but tough-minded role to cope effectively with this new breed of young Americans.



## CHAPTER II

### LITERATURE REVIEW

Stop for a minute and take a look around. Think about the last ten years and imagine the next five. It is easy to see that great change is in the air. One would have to be in an advanced state of denial not to recognize that the world we grew up in is going, going, gone. Of course, there are a lot of people in denial. Unfortunately, they tend to be the heads of major organizations and many of our politicians, people whose investment in the status quo blinds them to the new and pressing realities of change. The forces driving these major changes are many and varied. One is two-income families, daycare, divorce, and the external opportunities and influences that invade our society. The world has become too fast and too complex. In many ways, we are at a turning point.

### **Two-Income Families :**

As a working parent, one way to view your life is to imagine it as a circle that is made up of three life areas (your child, family, and work life). Each life area should be of equal importance in your life circle in order to keep its shape-its balance (See Appendix 1).

The reality of the matter is that parents have many demands made on their time and energy, and particularly career women with children, who still do most of the cooking and cleaning at home. Despite a greater willingness among some husbands to pitch in, studies show that a typical working mother does only two hours less housework than a mother who stays at home. (Edmonds A-4).

The job is only one commitment; most parents also have responsibilities to their community, their church, their friends, and family. Even if parents held non-work related commitments to a minimum, when both come home from work they are likely to be tired, harried, and eager to relax or talk to each other. The reality is that at the end of the day or week, working parents are likely to

need nurturing themselves. As a result, a child is often rushed through meal and bedtime rituals, and is deprived of quality time at the very moment when it is supposed to be taking place (Epstein 176).

DeMeis and his colleagues found that those mothers who preferred to be employed were more highly invested in their careers and less invested in the maternal role than those who preferred to stay home. In the area of career, the more rejecting and overprotective the father and the less idealized the mother, the greater a woman's investment in career. Thus, a woman's relationship with her father (albeit a negative one) and her diminished positive regard for her mother predicted her strong investment in her career. In terms of motherhood, memories of parental rejection were linked to a diminished investment in the maternal role. That is, the more rejecting the father is in childhood, the less a woman will value the maternal role. As for maternal separation anxiety, if a mother strongly idealized her own mother and did not feel rejected by her father, she had greater concerns about leaving her baby for work-related reasons

than did the other mothers. The home-preference mothers clearly viewed work-induced separation as a threat to the bond they had with their babies. Also, these mothers grew progressively more concerned about leaving their babies over time (DeMeis 630).

The results of DeMeis' study in adult attachment suggest that fathers are powerful figures in their daughters' lives in the dual areas of career and motherhood. If a father is overprotective or covertly rejecting and fails to help his daughter function independently, she will be tied to her career. Not only was a father's overprotection linked to a daughter's investment in career, but the rejecting father influenced her attitude towards motherhood. Perhaps father rejection in childhood interferes with a woman's ability to focus on the highly feminine task of nurturing her child. Also, in order for a woman to interrupt her career to focus on mothering, she needs to feel comfortable with herself in relation of the men in her life—her father and her husband (DeMeis 630).

Theoretically, a young girl learns "attitudes and experiences" at her father's knee that will later influence her



ability to relate intimately to her spouse. She learns, among other things, whether she can depend on her father when she needs him. This will unconsciously affect her attitudes in adult life when she finds herself with a child to care for, a time when many women feel vulnerable and more dependent. "This may account for the employment preference mothers' lower investment in the maternal role, as well as their willingness to identify with their fathers via career rather than with mothers via motherhood" (Bowlby vol. 1). Although Bowlby believes that fathers play a vital role in child development, he also suggests that a child's hunger for this mother's presence is "as great as his hunger for food" and that "her absence inevitably generates a powerful sense of loss and anger (Bowlby, vol. 1).

DeMeis has found that mothers who prefer to be employed differed in their investment in motherhood and career from those who prefer to stay home. As one might expect, those women who prefer to be employed were more invested in their careers and those who prefer to stay home, in motherhood. Also, these two groups of mothers differed in terms of their levels of maternal

separation over time. While both groups were similar in their maternal separation anxiety scores shortly after delivery, over time the employment preference mothers' scores declined faster than did the scores of the home preference mothers. DeMeis suggest that mothers who prefer to be employed may simply deny their anxiety about leaving their babies in order to return to work, or their life plans may include both career and motherhood (627).

Nearly two thirds of the families in the United States are two-income families (DeMeis 632). Most families, now and in the future, will need two incomes to maintain an adequate lifestyle, so child care will be a necessity and not an option (Gage and Mitchell 174). In 1970, only 28.7 percent of American mothers with children under the age of six worked outside the home. As of 1990, this figure has doubled to 58.2 percent (Clark 1117).

Through the 1990's, it is estimated that seventy-five percent of all mothers with children under the age of six will work outside the home. This makes the number of children with mothers working outside the home almost 11.5 million and this figure is two point five million more than it was in 1985 (Miller 6).

In 1992, it was estimated that two out of three mothers worked outside the home (Gage and Mitchell 174).

There are other issues to be considered, but the idea of extra money needs to be considered carefully. When people are working just for the money, they are working to live. In other words, they fail to consider whether or not the particular work they are doing does or can lead to self-fulfillment. Whenever we are working simply to get the money to pay the rent, to buy the food or to pay for necessities, the work itself can become depressing. Those workers who live for Fridays and dread Mondays are literally cutting from their lives five full days of every week. That does not leave them a great deal of time to enjoy life (DeMeis 628).

Being a parent has always been a difficult, time-consuming undertaking. In a world that can include French lessons and classical music at pre-school for 4-year-olds, the standards of successful parenthood seem to have risen today. Our children, in much the same way as our electronic devices, must be programmed. "Parenting" has become more than a new word. It

has become a newly serious, even grim, responsibility, full of crushing demands, competitiveness, and guilt (Crosby 4).

Some parents feel compelled to make more money to buy more electronic gadgets, to fit their kids with the latest Reeboks, and to get them into the most prestigious colleges. They feel that they must do all of these things in order to be adequate parents -- especially because they have so little family time. Not surprisingly, an increasing number of Americans see kids as expensive burdens. Louv indicates that a majority of Americans will, within the next few years, live in childless households. Considering decreasing economic support, rising economic expectations, and the growing feeling that children are a luxury, is it any surprise that so many young people have rejected teaching and other helping professions in favor of high-paying specialties in computer science, medicine, business, and law? Ironically, this trend away from the helping professions has further weakened the supportive web (58).

Today, a caring company can be helpful in the American workplace. There is a long history of workplace programs



designed to increase employee productivity. As early as the middle 1800's many companies set up planned communities around their mills and factories. They provided a higher standard of living for the time than would have been possible without the company's assistance. The health care was provided by either a company physician or a team of nurses that were contracted to the company (Weissbourd & Kagan 25).

The 1990s find companies placing their emphasis on increasing employee satisfaction with themselves and their work, in addition to concerns about productivity. Let us examine some of the reasons for the shift:

- ◇ Accidents are the 4th leading cause of death in the United States;
- ◇ 30 workers are killed each day in the American workplace;
- ◇ 70,000 workers are permanently disabled due to accidents or exposure to harmful elements;
- ◇ 100,000 Americans die each year due to previous exposure to harmful elements in the workplace (Weissbourd & Kagan 21).

These facts alone help to explain the federal government's implementation of the Occupational Safety and Health Administration (OSHA) in 1970. The original OSHA mandate was the provision of medical examinations to workers who come in contact with a wide variety of chemicals, in order to detect early symptoms of possible infections (Helms 30).

Much has changed since then, and compassion does not appear to be the reason. Companies quickly saw the rationale of expanding the coverage of medical screenings to other workers as well. Early detection would allow them to pre-empt serious conditions from developing and save on health care costs. According to Weissbourd and Kagan, change is now the rule in the American workplace. Look at these recent statistics:

- ◇ Women account for 60 percent of recent increases of available workers;
- ◇ African-American employment rates are growing by nearly 15 percent each year;
- ◇ Hispanic employment rates are growing by nearly 15 percent each year;

- ◇ 96 percent of married couples with children have at least one parent working;
- ◇ 57 percent of married couples with children have both parents working;
- ◇ the elderly represent the fastest growing part of the American population (25).

For many businesses, providing a workplace free of safety hazards and providing health insurance to their workers to allow them to access appropriate medical care has been the traditional means of ensuring a healthy workforce. And for years that was enough. Now traditional means are no longer adequate. More companies are turning to health promotion programs to address the needs of this changing workforce. As Bond, Friedman, and Galinsky in their article "The Changing Workforce", nearly 66 percent of work sites that employ 50 or more employees have at least one type of health promotion activity. A survey of 900 companies nationwide found these to be the fastest growing employee benefits:

- ◇ an employee assistance program.

- ◇ a training program for supervisors and managers on issues of employee problems and appropriate referral procedures.
- ◇ an employee education program on issues of family and parenting.
- ◇ a health screening program.
- ◇ prevention and intervention education on substance abuse.
- ◇ a stress reduction program.
- ◇ a day care program, either onsite or by issuing vouchers.
- ◇ a weight reduction program (75).

The author was curious about children who are growing up today and what their impression was about money and their future. Were they as materialistic as the media have made them seem? After a Parent-Teacher-Student Conference at John Weldon Elementary in O'Fallon, Missouri, a group of parents and a few student members discussed finances with each other. Danny, a ten-year-old, was the student representative for the fourth grade. Self-assured and precocious, Danny seemed like the kind of child who would start a software company at nineteen. But he didn't feel optimistic about his economic



future. "My prospects are bleak, basically," he said. "I mean, it costs so much to go to college and then you have to pay it back, and I mean, I don't know if it's worth it."

Today's initiatives are not enough. The nation's top experts say today's programs are working well, but they do not address long-term strategy. The workplace of the 1990s is a paradox. Cellular phones, portable faxes and pocket-sized computers with wireless modems allow us to work in offices without walls. We fax documents and pick up messages anytime, anywhere. Videoconferencing is commonplace. Virtual offices and universal information access are just a blink of an eye away. But, while that whiz-bang technology hurtles us forward, work/family issues are in a 1980s time warp. Technology frees us to have greater flexibility and autonomy, but when it comes to work/family balance, corporate cultures are largely inflexible (Bond, Friedman, and Galinsky 75).

It is true that there are many new programs, encouraging our experts. Indeed, a handful of visionaries and innovative organizations are setting standards. But systemic change is as

rare as an office without computers. Managers still guard employees who are tethered to their desks from nine to five. Millions of employees still break into a sweat when their children have a fever or school is closed because of snow (Laabs 51).

People still prefer to say they have car trouble rather than child-care problems. Workers still get little support in caring for their elderly parents, school-age children or teens. People do not believe they can take leave or use flex time without jeopardizing their careers. Ultimately, how far has corporate America come with regard to work/family issues? Which programs are of greatest value to employees? Which ones benefit companies? How frequently do businesses use specific work/family strategies? What are the obstacles? Is American business at a crossroads, as some experts suggest. What is the business case for recognizing the impact of personal lives in the workplace? Can organizations empower employees for the benefit of work-related activities and not expect them to want greater personal freedom

and autonomy? What responsibilities fall to employees and to the public sector? Are organizations on the cusp of quantum change? (Greenwald 43)

Today's workforce requires synchronicity between home- and job-life. Females make up 45.6 percent of the working population, and one of the fastest-growing segments of the workforce is women who have young children. In fact, 40 percent of all women in the labor force have children under 18. Looking at it another way, of women who have children younger than 18 years old, 67.2 percent hold jobs. This is up 20 percent since 1975. On top of that, the percentage of men who have wives in the workplace has increased dramatically, and single fathers now are among one of the fastest-growing segments of the workforce. At the same time, the population is aging (Bond, Friedman, & Galinsky 78).

The Boston-based consulting firm Work/Family Directions Inc. indicates that 16 percent of workers have elder-care responsibilities, and that figure will escalate during the next three to four years. The data point to the perennial challenge: a

changing workforce means organizations must help people manage their multiple responsibilities. But numbers do not illustrate the urgency. They do not show the frantic early-morning rush as parents whisk kids out of bed, feed them, and drop them off at school, all the while worrying that a tardy child will make them late for work. Statistics do not show the split-second timing that workers live with daily: the knotting stomachs from traffic jams that mean their child will be the last one picked up at day care, for example. They do not depict mothers and fathers who fidget in late afternoon meetings because they can not get to a phone to be sure their school-age child arrived safely at home, or the ones who lie to their supervisors because the babysitter is late (Bond, Friedman, & Galinsky 80).

As the work/family field is expanding programs are taking on a broader focus because companies recognize that these issues go beyond preschoolers. Data can not capture the anguish of worrying about an elderly relative, of agonizing over mounds of indecipherable paperwork to receive scant elder-care assistance. Figures do not portray the anxiety employees



encounter in daily conflict between their work and family responsibilities. The numbers are not percentages; they're human beings (Bond, Friedman, & Galinsky 77).

As companies search for ways to attract and retain good employees -- productive human beings -- they must identify their concerns. As this suggests, progressive companies already have begun addressing these issues by implementing programs. Their actions have propelled work/family issues into the mainstream agenda, making them legitimate business concerns. Dependent-care benefits are standard now at many companies, and flexibility policies have grown -- most dramatically within the last five years -- even as business suffered a downturn. In fact, recent years have shown that family-friendly policies increase during downsizing, mergers and acquisitions (Bond, Friedman, & Galinsky 79).

According to Ellen Galinsky, co-president of the New York City-based Families and Work Institute and a foremost authority in the field: "If you think back 10 years ago, it's amazing that anything is happening because there was such a staunch

conviction that family problems should be left at home" (Bond, Friedman, & Galinsky 84). All you have to do is look at the Corporate Reference Guide to Work/Family Programs by Galinsky and colleagues Dana Friedman and Carol Hernandez to know something is happening.

The 1991 study, sponsored by Families and Work Institute, surveyed 188 of the largest companies in 30 industries from aerospace to utilities. In the study, almost all major businesses acknowledge that employees need help to balance work and family responsibilities. Of these companies, 100 percent offer maternity leave, 88 percent offer part-time work (70 percent have written policies), 77 percent offer flextime (most with a band of one to two hours), 48 percent have job-sharing arrangements (although formal policies are rare) and 68 percent said they're developing or seriously considering new programs (Bond, Friedman & Galinsky 75).

In addition, an estimated 5,600 employers provide child-care support, and 300 of these provide elder-care support, according to the study. Based on the study's results, quality child

care -- not just any child care -- is on the agenda. "These kinds of solutions do matter," acknowledges Galinsky. "For example, people who have more child-care breakdowns are more stressed; those who pay a higher proportion of their family income for child care have more conflict" (Bond, Friedman & Galinsky 75). Look at the statistics: Twenty-five percent of employees who have children under age 12 experience child-care breakdowns two to five times every three months. This translates into higher absenteeism, tardiness and lower concentration. In fact, according to a survey for Fortune magazine by Galinsky and Diane Hughes, the average worker loses between seven and nine work days a year; approximately half of these absences may be due to family problems. Presumably if companies have more programs that meet the needs of workers and lessen their stress, this drop in productivity will diminish as well (Bond, Friedman & Galinsky 75).

Work/family initiatives address business as well as employee needs. Leading advocates know that demonstrating a strong business case for work/family initiatives means forward

momentum. Research by Work/Family Directions asserts that spending \$1 on family-resource programs yields more than \$2 in direct-cost savings. Catalyst's Dana Friedman confirms this. "We found such a direct connection between retaining experienced women and offering reduced-work arrangements that it's very important for companies to think about," says Dana Friedman, who is vice president of research and advisory services (76).

To establish such facts, some leading companies are participating in research themselves. Thirty percent of the companies making up The Conference Board's Work and Family Research and Advisory Panel have evaluated their programs to measure the impact on retention of valuable employees, improved productivity, reduced employee stress and increased employee effectiveness. Some of these companies -- especially the large companies -- have discovered advantages and have responded. In fact, nearly 90 percent say they've increased or improved programs since 1991 (Bond, Friedman, & Galinsky 77).

One good example of this is New Brunswick, New Jersey-based Johnson & Johnson Co., manufacturer of health-care



products and an acknowledged leader in advancing the work/family agenda. The company's Balancing Work and Family Program consists of a range of eleven programs including: child- and elder-care resource-and-referral, on-site child-development centers, flexible work schedules and paid time off for short-term emergency care. More significantly, company management devotes resources to teach its family-friendly philosophy to managers and supervisors (Greenwald 42).

Evaluations in 1990 and 1992 by the company revealed that training and adapting corporate culture makes a big difference. During a financially tough period for Johnson & Johnson -- when people were working longer hours and jobs were more demanding because of the economy -- employees were more likely to say that company culture and their individual supervisors were understanding of the competing needs of their job and family life. People indicated that they felt supervisors were responsive to those issues and supported flexible time arrangements and leave policies (Greenwald 42).

In the 1992 study, 53 percent indicated that they believed work/family policies improved the day-to-day work environment and that their jobs interfered less with family life. Employees were more loyal to the company, were more satisfied with their jobs, and overall, were less stressed. Furthermore, the programs were important in their decision to stay at Johnson & Johnson (Greenwald 44).

Marriott International, based in Washington, D.C. is another organization that evaluates work/family issues in a business perspective. The giant in the hospitality industry began implementing core company wide work/family solutions approximately five years ago. Moreover, Marriott's focus remains unique: delivering services to lower-income workers. The company is creating new alternatives for these employees. "One of the most important things we've learned is the complexities that exist in the lives of our field population," says Donna Klein, director of work/life programs. "Most of the work/family solutions are focused at a fairly sophisticated population in terms of

education and ability to pay. Those solutions break down as family income decreases." (Greenwald 44).

The business case for these field workers is somewhat different from that for higher wage earners. Certainly recruiting and retention is important, but it is not as costly as it would be to recruit and retain an engineer. The cost justification is customer service. Corporate staff at headquarters does not directly deliver quality; the people who work in the hotels and restaurants do (Greenwald 43).

Tackling a new population of workers brings new complications. "It's different when you're asking people to pay for child care and it means choosing between putting food on the table and caring for their children," says Klein. "The most valuable services for these employees are the ones in the community" (Greenwald 43). But, to help link employees to community services is an overwhelming task. Each community is different, employees tend to move around, and language is a factor. "This is a whole new realm of work/life issues," says Klein. "We're just starting to figure it out. But, certainly, the way we've

done business in the past needs to be radically changed."

Businesses need healthy communities to thrive (43).

Most often, large companies such as Marriott lead the way in developing work/family policies. This does not have to be the case, however. Researchers from the University of Chicago's School of Social Service Administration and its Graduate School of Business studied Fel-Pro, Inc., an Illinois-based manufacturer of automotive-sealing products. The company has only 2,000 employees, but provides myriad life-cycle benefits, including on-site child care, summer day camp and college scholarships for employees' children. (Cost of a work/family benefits package at Fel-Pro is \$700 per employee per year.) "If you think back 10 years ago, it's amazing that anything is happening. There was such a staunch conviction that family problems should be left at home." (Greenwald 44).

Author Ellen Galinsky wanted to know if family-responsive policies had any effect on important, non-traditional aspects of performance, such as voluntary behaviors that show initiative and willingness to participate in organizational change. Her study



verified that employees who use work/family programs have the highest job-performance evaluations -- traditional and non-traditional -- and the highest commitment to the company. They are good citizens at work who help out co-workers and supervisors and volunteer for activities. The more workers use Fel Pro's benefits, the more they participate in changes taking place at the company, and the more they support company efforts towards total quality improvement (Bond, Friedman, and Galinsky 70).

More importantly, 92 percent say they appreciate the benefits, recognizing that they make it easier to balance their work and personal lives. "We characterized it as a culture of mutual commitment between employee and employer. That's how it's translated into work performance," says Susan J. Lambert, research analysts (Bond, Friedman, & Galinsky 71).

The research demonstrates that Fel-Pro's family-responsive policies send a message about the kind of company it is: Show that people are valued, and in turn people respond, she says. Lambert says that the programs positively affect work

performance, flexibility and openness to organizational change. "All day long, workers make decisions about whether they're going to go that extra step, whether they're going to put in that extra effort for a customer," she says. "[Having the programs] affects how they'll respond to total quality management, participation in quality circles and submission of suggestions. All that is voluntary." (Bond, Friedman, & Galinsky 71).

As with Fel-Pro, most companies start work/family programs in direct response to an emerging business need. Michael Wheeler of the Conference Board has seen improvement in this area during the last five years. "The work-and-family field is expanding (73).

Programs are taking on a broader focus because companies recognize that these issues go beyond preschoolers. They include elder care, school-age child care and flexibility. These are important areas to explore. For instance, there are more than 20 million children between 10 and 15 years old who are woefully under-served. School-age child care is just beginning to be a visible problem. A recent Conference Board survey

showed that child care for school-age children is a growing concern for corporate leaders. It may be in the experimental stage, but at least 80 percent say that the business case for taking care of this need is as compelling as it is for preschool care (Laabs 49).

"We're starting to make headway in child care and elder care. These aren't perceived as women's issues anymore," (Laabs 49) says Karen Leibold, director of Work/ Family Programs at Cambridge, Massachusetts-based The Stride Rite Corp. She should know. Her company is one of a handful that operate intergenerational centers for seniors and children. The Intergenerational Day Care Center provides 79 day-care slots for children 15 months old to 6 years old and people older than 60; half of the spaces are reserved for low-income elders and children. But, she adds, "We're at a crossroads as to how we're going to respond to the increasing family needs of workers.] It isn't even in the hands of individual companies anymore. It's going to take a national effort." (Laabs 49).

Some of that effort is beginning. Collaboration among businesses, non-profit organizations and community agencies is a future trend. Witness the American Business collaboration for Quality Dependent Care, a turning point in collaboration that brings together 137 organizations and funds them with \$26.3 million. The partnership will increase quality and supply of infant-, child-, and elder-care services in 25 states (Laabs 49).

The catalyst for Armonk was, New York-based International Business Machines Corp. in consultation with Work/Family Directions. Other leaders of the group include Allstate Insurance Co., American Express Co., Amoco Corp., AT&T Co., Eastman Kodak Co, Exxon Corp., Johnson & Johnson, Motorola Inc., Travelers Cos. and Xerox Corp. Even some very small companies participate. Scitor Corp., a Silicon Valley software company, for example, has only 180 employees. The partnership is a huge move forward. It creates a community response. After its first year, the impact was immense. The project funded 153 school-age child-care programs, 22 projects for the elderly and 110 programs for infants, toddlers and preschoolers.



"This kind of leadership should be applauded," says Ellen Gannett, the associate director of the School-age Child-care Project at the Wellesley College Center for Research on Women in Wellesley, Massachusetts. "It's visionary (50).

Although research may not be able to quantify these programs as an effort-equals-output one-to-one correlation, these are not altruistic efforts; they are business issues. Gannett says it goes far beyond employee productivity. "A community that's healthy, where families and children -- and employees -- are thriving because they feel aided by services, supports business. Where there's violence, poor education, fear and a sense of helplessness, businesses don't do well. Healthy communities are where businesses thrive." (Laabs 50).

If work/ family initiatives improve employee morale, productivity, retention and recruitment alternatives to help people cope with their multiple roles should be as common -- and handy - as cellular phones. Programs should exist for all ages and for people at all income brackets. They should be available in small companies as well as large. But this is not so. And why not?

Some companies cite cost as a factor, rationalizing that programs are just too expensive to implement and maintain. But it's more than cost: It's culture (Solomon 62).

Representative Patricia Schroeder (D-Colorado) says, "There's an attitude in this country that you shouldn't have children unless you can afford them; that there should be someone staying home full time to care for them. If you don't have that [care], then you aren't supposed to have [children]" (Solomon 62). Part of the reason that this attitude prevails, Schroeder says, is because most CEOs and decision makers still have traditional families. "It's hard to understand these issues if you've had a wife in the traditional sense to handle these problems. When [the executives] hear 'child care,' they think 'babysitting.' It isn't the same urgency (62)."

Unfortunately, this parochial attitude is ingrained in our culture. "It's a deeply held belief that responding to family issues is inconsistent with business results," says Fran Sussner Rodgers, founder and CEO of Work/Family Directions (Solomon 63). "That's despite the fact that research shows it to be either

positive or neutral in terms of business strategy. It's culturally rooted. We've gone about as far as we can go without getting more jugular; without examining our attitudes" (Solomon 63).

That examination must begin with a hard look at the gap between the policies and theories and the actual practice. For example, business is exceedingly resistant when it comes to flexibility.

Witness a 1993 Work/Family Directions study of 80 top U.S. corporations, employing 2.4 million workers. Although 85 percent of these companies say they offer flexible work programs, fewer than 2 percent of employees use telecommuting, job sharing and part-time schedules, and only 24 percent use flextime (63).

Furthermore, only half of the companies have written policies regarding their flexible work options, and even then, most policies are subject to the disruption of managers. One essential flaw in the system is the concept of face time: the antiquated notion that productivity and loyalty can be measured by how many hours a day you work at the office. "It's almost unconscious how people are evaluated," says Rodgers. "It goes beyond face time. It's the way people are thought about in terms of ambition and

how they'll be developed in the future" (Solomon 65). Appraisal systems, compensation systems and career-management systems all reinforce the old attitudes (Solomon 66).

One would think that if companies offer flexible work arrangements and family support (such as leave) to help employees cope during difficult phases of their lives, people would take advantage of them. However, the system puts pressure on high performers because everyone knows they run the risk of being seen as not serious. As a result, they either don't take advantage of work/family supports or they're never developed fully and may eventually leave the company. "It's a deeply held belief that responding to family issues is inconsistent with business results. We've done as much as we can without examining our attitudes." Fran Sussner Rodgers, *Work/Family Directions Inc.* (Solomon 63). This comes out in palpable frustration from employees who want to contribute more at work but can't because they need help with their dependent care. They need more flexibility and control over the hours and conditions of



work, and they need a corporate culture in which they are not punished because they have families (Solomon 67).

Data on flexibility are so clear that it's astounding that it isn't the accepted mode of doing business. Consider Charlotte, North Carolina-based Nations- Bank's pilot program launched in 1987 for professionals who wanted to work part time. It was so successful that the next year, the company extended the program throughout the company, renaming part-time to SelectTime. The program retained valuable employees. Two-thirds of the associates said they would have left the bank rather than continue full time, and 70 percent of them have been at the bank for at least five years. Nearly everyone interviewed reported that the program reduces stress; most associates and their managers stated that they were more efficient and effective than when they worked full time because they were more focused and spent less time on non-work activities (Solomon 78).

Although a recent Catalyst's study found flexible work arrangements more common and more formalized than they were in 1989, many companies still do not offer flexible work

arrangements at all. Catalyst Dana Friedman will tell you that most often effective alternatives depend on a supportive manager. "People are aware of these issues, but they don't know how to carry them out" (Bond, Friedman, & Galinsky 78). "They come up against barriers within the structure of the organization that keep them from implementing these things." (79).

For example, a firm driven on billable hours poses tremendous problems. If the company uses a head-count system instead of a full-time equivalent system, managers look less productive to leadership if they have part-timers. Another culprit? Payroll systems that automatically trigger overtime pay if someone works more than eight hours in one day. In that scenario, an employee and supervisor may agree on a flexible schedule, but can not work within the system. Training is imperative for both managers and employees (82).

Organizational structures are not the only obstacles, however. More often, people are. For example, managers are not trained to work within flexible arrangements and neither are workers. Consider telecommuting. It is a classic conflict of reality

butting up against tradition. People often are more productive at home than in the office. They have fewer interruptions from co-workers and the freedom to work when energy is highest. However, because most organizations do not judge employees on performance, traditional underlying fears prevail. Managers wonder how to be sure employees are working if they can not see them (Bond, Friedman, & Galinsky 82).

According to Dana Friedman, "It is difficult for managers to readjust; to deal with employees who come and go at different times, who might be working at home for some of the time" (Bond, Friedman, & Galinsky 82). "They have to re-think how to monitor work progress. It isn't just related to hours in the office. They have to rethink how they share information, how they arrange meetings, how work flows" (82).

Other real-life questions present themselves, too. How do managers help develop trust at the same time that part of the workforce is off site? How do they replicate the casual information exchange over the water cooler? How do they keep people in the loop when they're out of sight? It comes back to fundamental

change. Flexible work hours have been around for a long time, but traditionally have been used only on a special-case basis. Flexibility has been handed out to the privileged few, to the best people as a perk. That's different from allowing an entire department flexibility. Moving from an informal to a formal policy causes a lot of anxiety (83).

"There are still lots of misconceptions about the effectiveness of working at home," says Karol Rose, principal for Work/Family at Fort Lee, New Jersey-based Kwasha Lipton and author of *Work & Family: Program Models and Policies* (Solomon 69). "Another misconception is that people think they can handle child care while they work at home. They can't" (69). She says that what people really need to deal with is gaining control over their lives. If flexible hours give people control to work in synch with their biological clocks, they accomplish more; if they work better when there aren't so many distractions, they get more done (Solomon 69).

Flexibility gives people a sense of control and autonomy. However, Rose cautions that workers need to be taught to use



flex hours successfully. They need to think through the problems that might arise, how they're going to organize themselves and where they will work. It requires a different discipline. "You're talking about real culture change when you talk about how work gets done and where people are," (69) she says. "The programmatic things don't shake up an organization in the same ways as having people work at home (Solomon 69). Flexibility gets at the essence of what the workplace is about," she says. Work and family is a delicate balance. Managers already have become more sophisticated, says Barney Olmsted, co-director of San Francisco-based New Ways to Work. She believes they have a greater understanding of the issues because she has seen tremendous strides in the last five years -- an acceptance that employees can not just leave family issues behind when they walk into work. But, she also sees much resistance to flexible work arrangements. "These issues aren't programmatic; they're essential to the culture" (Solomon 70). "Programs begin to change the culture, but they aren't a culture change by themselves. Programs reach only so deep.

Flexibility is the next step" (Solomon 71). Olmsted doesn't see this as strictly a work/family issue, but instead a labor-allocation issue. Work/family is one realm that's pushing it, but global economics is pushing it as well. Flexible work arrangements mean the ability to reallocate hours of labor without hire/fire ramifications. Like it or not, it's probable that flexible work arrangements will be imperative in the future. "Once you celebrate individuals and empower them, rigidity doesn't fit anymore," says Susan Seitel, president of Work and Family Connections, a Minnetonka, Minnesota-based consulting firm that publishes Work and Family Newsbrief (71). "Employees will have to take responsibility, too. They need to be honest about their needs, to assess what home-life problems may arise. They need to stop gossiping and start approaching their supervisors with these issues as they do in other business interactions" (Solomon 71).

Everyone has a stake in creating change, says Olmsted. "It starts off with a few true believers who test it out and get data. Then a few more follow. It's an attitudinal process. It has to get

into people's accepted way of doing things" (Bond, Friedman & Galinsky 78). What is at stake? The accepted way of doing things -- and of thinking about things -- must change if we're to forge ahead. For example, "The numbers look better if you look at the fortunate 500," says Elizabeth Hirschhorn from the Center on Work and Family at Boston University. But smaller companies are far behind. "Direct services and programs still haven't penetrated the majority of employers" (78). Hirschhorn's words take on deep meaning when you consider that the Small Business Administration says that small businesses employ more than half of all workers in the private sector (Bond, Friedman & Galinsky 78).

Every segment of society therefore must address the challenges of balancing work and family issues. We must view business's role in the community, and look at the actual jobs people do and how they spend their time at work. For instance, Galinsky hopes future visionaries will look at what happens at the workplace all day -- the negative spillover to home-life. She's begun to examine the work environment and its effects on family

life, child development and marriage. Some experts say we need to evaluate not only the way people work but the amount of time people work. "The number of working hours has reached a limit that people are finding untenable," says Juliet B. Schor, Harvard University professor and author of The Overworked American. "People are moving more in the direction of preferring time over money" (Bond, Friedman & Galinsky 79). If they're given these options without career suicide, they'll take time. According to Schor the family-supportive programs are helpful, but don't get at underlying core issues, such as the importance of family and non-work relationships. She echoes others when she asks if people really prefer to send their sick children to day-care programs, for example, rather than have the possibility of tending to their ill children themselves (Bond, Friedman & Galinsky 79).

Although each expert has a different perspective, they agree that the work/ family field remains fragmented. Corporate America is still reacting in a piecemeal way when there's a crucial need for integration. Everything -- policies, programs, benefits, communications and training -- should fit together. "In this



country, we're off the charts in everything you don't want. We have the highest divorce rate, alcoholism, drug abuse, domestic violence," says Representative Schroeder" (Solomon 70). "A lot of it is because of the stress we put on families. It costs a lot in the workplace -- in days off and health-care costs. People can't be efficient workers if all this is going on around them" (70). Just look at these numbers. Whitehouse Station, New Jersey-based Merck & Company Inc. estimates that losing one exempt employee costs approximately one point five times the individual's salary; nonexempt about .75 times. The average adjustment period for a new employee is approximately 12.5 months. In addition, Corning, New York-based Corning Inc. estimates that it saves two million dollars a year through increased employee retention attributable to career and family initiatives (Solomon 71).

Clearly, corporate America is at a crossroads. We need to look at work/ family issues as reciprocal, allowing individuals to be clear about personal commitments and giving business tools to get the job done in a way that makes sense (Solomon 71).

Managers need to be trained in new ways to work with employees, to train employees so they have the tools to take responsibility to get work done in new ways. We need to invest in the technology that allows people to work in different ways. And we need to provide more basic support of people throughout their life transitions, regardless of their status as white- or blue-collar workers. The public sector must get involved and help the private sector support people. Until attitudes change and family-responsive practices are accepted as part of the way business is done, they will continue to be treated as a marginal issue. Once they're totally accepted, many things will change. Flexibility will be mainstream, there will be more money from the private and public sectors for dependent-care resources, and people will be able to move up in the organization, unencumbered by old ways of thinking. They'll be able to give their best to their employer regardless of their family status. "There's no way to overstate how challenging it is," says Klein (44). "When something is as complex as how to blend and manage work-life and community-life into one workable existence, you're talking about every

segment of society. We can't look back in history to see how it was done. We're still just inventing" (Greenwald 44).

Their... [faded text]

The... [faded text]

View

## Daycare

While some infants reared out of the home may get some of their basic needs met, they will rarely get the loving attention that can only be given by a person in love with and immersed in them-their "psychological touchstone." (Crosby 4). According to the Census Bureau, about 70 percent of American infants are in full-time nonparental care. And despite the prevailing belief that two incomes are a necessity for today's families, at least one-third of the women who are juggling carrier and family say they are not working to alleviate financial hardship (Crosby 4).

This unprecedented use of nonparental care has touched off heated controversy among policymakers, legislators, academicians, and parents. Some accuse right-wing groups of using the research on infant daycare to push women out of the labor force and back home. Others insists that as a society, we are obligated to make high-quality substitute care available to all families. While we say we are concerned about families and children, we in fact value the



worker above the parent. If we cared seriously about our nation's children, we would be busily reorganizing the economy to benefit families rather than reorganizing families to fit the nine to five economy. Then Band-Aid solutions such as increased government daycare funding would no longer be needed (Zinsmeister 472).

Our current value system may be endangering infants, and ultimately future generations of Americans. "While no one has any idea what the ultimate outcome of this giant experiment in proxy-rearing will be, there is growing evidence that the long-term emotional, intellectual, and cultural effects will be unhappy, says Karl Zinsmeister, adjunct scholar at the American Enterprise Institute (472).

Although some parents would rather not know, and some researchers would rather put the "mother or other" question to rest, the majority of child developmentalists maintain that new mothers who absolutely must work for wages would be wise to limit themselves to part-time employment during baby's first year of life. They also advise mothers not to work at all in the

first three to four months postpartum. "Each extra month of mother is like money in the bank for both mother and child," says pediatrician T. Berry Brazelton (123).

Today, day care is an important part of family support systems and utilized much more frequently than in years past. It is also no longer provided solely by family members or friends. In addition, it is not only used by the lower class but the upper class as well (Reeves 16). There are also many trends that have come and gone in the child-care industry. The biggest of these is the increase in the number of women who have entered the workforce (Wojahn 65). This trend, in turn, increases the number of children who must have adequate child-care.

Before the decision is made to have children, working couples should explore their options. For many potential and existing parents, this is an ongoing source of stress. There are few supportive policies within companies and other institutions to help with this critical search. There is also a growing concern with the potential sexual and physical abuse of children in day

care facilities. The Family Leave Act has guaranteed twelve weeks away from the job, without pay, for working parents after a child is born. Your job is guaranteed upon your return, which is a step in the right direction. The qualifier is that you must work for an organization with fifty or more employees (Miller 10).

Few organizations at this time have on-site child-care facilities. The ideal arrangement would be if one or both parents could work close enough to the child to allow for frequent visits. The primary need of working couples is flexible work options. Until the world accommodates this vision, it is up to parents to ensure the daily well-being of their offspring.

Also, going hand in hand with the unavailability of quality, affordable child-care comes the question of disparity and diversity. Some parents, because of cost, are able to receive quality child-care while others find it out of their financial grasp. Some children will never have quality care while others are given the chance to excel through highly

educational child-care centers. If a family has the money, their children will prosper (Miller 9-10).

Currently, the attachment theory is one of the best researched theories of socio-emotional development. The attachment theory and research inform the present infant day care debate. In fact, a number of well-executed studies since 1980 by attachment researchers have found that children who experience more than 20 hours per week of non-maternal care in their first year are at higher risk for developing insecure attachments to their mothers than are children whose mothers are home either part-time or full-time. These day care children are also more likely to be disobedient to adults and aggressive toward their peers as three to eight years olds (Bowlby vol. 2: 204). Moreover, Vandell and Corasaniti found that those children who started day care for more than 30 hours per week in their first year and who remained in substitute care during their preschool years had poorer academic and social skills than those who entered full-time care thereafter. While some children are negatively affected by lack of parental supervision,



others not only survive, but thrive, using the time constructively to develop independence (Bowlby vol. 2: 204).

Another trend affecting the child-care industry is the increasing number of single parent households. When there is only one breadwinner in the family, the ability to afford quality child-care diminishes greatly. Approximately twenty-five percent of the children in the United States live in single parent households. This number encompasses four million who are under the age of six. Of these, three point three million children live with single mothers and just over one million live with single fathers (Reeves 23). According to John Guidubaldi, "We have so many children being reared in single-parent, mother-headed households and we have only half the adult resources. We have a generation of kids growing up without dads, and that's created a tremendous difference in their socialization" (23)

Increasing expectations are being placed on the child-care industry. Parents want more than just basic child-care.

They want:

- The latest facilities

- Attention to physical care
- Social elements
- Educational curriculum
- Physiological and psychological knowledge of children
- Low cost
- Convenient hours including evenings, over-nights and weekends (Berezin 7-8)

For many child-care givers, including all of these items just is not feasible. They must then choose which ones they feel will result in the greatest benefit for potential clients (10).

Also affecting the child-care industry is the birth rate.

Live births in the United States have been steadily increasing by three point four percent per year since 1987 (U.S. Bureau of the Census 6). The Census Bureau forecasts a population of between 260 and 278 million by the year 2000. Likewise, the fertility rate has been increasing since 1988 and could reach as high as 2.7 during the 1990s. This is expected to cause another baby boom (Exter 55).

Researchers have found that mothers who prefer to be employed differed in their investment in motherhood and careers from those who preferred to stay home. As you might expect, those women who prefer to be employed were more invested in career and those who prefer to stay home were more invested in motherhood. Also, these two groups of mothers differed in terms of their levels of maternal separation over time. While both groups were similar in their maternal separation anxiety scores shortly after delivery, over time the employment preference mothers' scores declined faster than did the scores of the home preference mothers. DeMeis et al suggest that mothers who prefer to be employed may simply deny their anxiety about leaving their babies in order to return to work or their life plans may include both career and motherhood (DeMeis 629).

Children of any age should not be left alone. There is just too much going on in our society to believe that children will be safe and secure without vigilant monitoring. Therefore working couples need to seriously plan how they will deal with

child-care. Who is going to do what? Where will we find safe and loving child-care? Who will stay home when the child is sick? As the child gets older, who will attend school meetings, and schedule doctor appointments? The list of parental responsibilities is endless (Berezin 13).

Traditionally it has been the woman's responsibility. "Most males are not prepared and trained to handle children. Unless they make a logical and planned move to learn to deal with kids, they are not very good at it and do not accept it" (Skala). Jeannine, who has two children ages 6 and 8, agrees. I'm tired of picking up after everyone, working and folding mountains of clothes every night. If I do not do it, it does not get done and the kids go to school with wrinkled or dirty clothes. Trust me. Teachers assume I am a lousy working mom and the kids are treated like underprivileged children. These teachers conveniently forget that they, too, are working moms. I get up at five o'clock every morning in order to get myself ready, prepare breakfast, get the children up (Personal Interview July 1997).



Issues centering on children are the most important challenges confronting working couples today. Having children has always been the major responsibility of the mother. One final trend affecting the child-care industry is the increasing complexity of the workplace. With the increasing down-sizing of corporations and closing of companies, employees must be at their best at all times. Problems with child-care are the most significant predictors of absenteeism and unproductive time at work. Nearly forty-five percent of professional employees indicate that family problems, including child-care, will affect their performance at work (Regan and Rhodes 56-57).

According to author Diane Reeves "Child-care issues caused an average absence of thirteen days a year for employers" (79). Other problems that result from problems with child-care include low quality work, increased turnover, and lack of concentration (Regan and Rhodes 56). Some corporations have even set-up on-site child-care as a benefit that can be offered to greatly impact production, performance and morale (U.S. Bureau of the Census 20).

In 1993, there were 80,000 child-care business in the United States with the capacity to care for over five million children. This number is expected to double in the next ten years (Reeves 25).

Category	Percentage
By number	15.3%
By child capacity	1.4%
By non-profit	8.2%
By state	28.7%
By ethnicity	13.7%
By religion	22.9%
By gender	27.5%
By age	25%
By income	20%
By education	18%
By marital status	15%
By employment	12%
By housing	10%
By transportation	8%
By health	7%
By disability	6%
By language	5%
By culture	4%
By religion	3%
By ethnicity	2%
By gender	1%
By age	1%
By income	1%
By education	1%
By marital status	1%
By employment	1%
By housing	1%
By transportation	1%
By health	1%
By disability	1%
By language	1%
By culture	1%

Table 1

## Child-Care Distribution Percentages

Care in the child's home	29.9%
By mother	15.3%
By other relative	8.4%
By non-relative	6.2%
Care in another home	35.6%
By relative	13.3%
By non-relative	22.3%
Child-care centers	24.4%
Child-cares for itself	0.3%
Mother cares for child at work	8.9%
Other arrangements	1%

Source: Reeves, Diane Lindsey. Child-Care Crisis. Santa Barbara: Contemporary World Issues, 1992.

As indicated in Table 1, 65.5 percent of children under the age of five are cared for in what is known as the "Home Care" or "Family Day Care" situation. "Center Care" counts for 24.4 percent of these children. Considering there are approximately 11.5 million children with both parents working outside the home (Miller 6), this means that almost seven point five million children are cared for in a home atmosphere, and two point eight million children are cared for by child-care centers. Also, the number of children cared for by day care facilities has been steadily increasing since 1970 (Clark 1107).

A decade ago, many Americans considered child-care "as almost a personal problem for dysfunctional families," says Barbara Reisman, director of the New York-based Child-care Action Campaign (Louv 257). While progress has been made in the public's perception of the need, the quality and availability of child-care are still grossly inadequate, she says. The Child-Care Action Campaign (CCAC), a national, non-profit coalition of individuals, organizations and businesses, was formed in 1983 to respond to the nation's child-care crisis. CCAC was a leader in the national media campaign that helped persuade



Congress to add \$8 billion in child-care funds to welfare legislation and saved nutrition programs and health and safety rules (257).

CCAC has focused most of its efforts on defining good child-care, spurring collaboration among businesses, government and private agencies, and assisting grassroots community efforts to expand the availability of good child-care. "Today, the public acknowledges that most families with children need some kind of day care or after school care," Reisman concludes. "Also, over the past decade, child-care professionals have arrived at some generally agreed-upon definitions of what constitutes quality child-care -- including basic levels of health and safety, interesting and appropriately stimulating activities, and the child's ability to form a caring, stable relationship with their child-care providers" (257).

Agreeing on the definition of quality and creating more quality child-care centers, are two separate different things (257).

As Reisman points out, some studies show that quality, overall, has actually declined in recent years, because the

wages earned by child-care workers have not kept up with inflation, and they were already low. "While some states have tightened child-care regulations, other states are weakening them. A Virginia legislative proposal would eliminate the requirement that teachers have any specific training in child-care" (Louv 258) Now comes welfare reform, which, by moving parents into the workforce, will place added pressure on a system that is already overburdened (258).

According to Newswire there are thirty-eight states with low-income parents eligible for subsidized child-care who are on waiting lists; in California, for example, some families must wait five to six years. "Unless states move quickly, they'll be in the awkward position of telling working parents who have been on the list for years that they still have to wait, while parents-off of welfare are given help -- even though both sets of parents are making about the same income" (U.S. Newswire 7). Such an inequity, according to Reisman, could create a dangerous degree of anger among "working poor" parents, and that anger will likely be directed at parents moving off of welfare -- not at

government. While federal and state government must do more to shorten the waiting lists for everyone, government alone can't fill the need (7).

Community child-care collaborations among all sectors of society are needed now. Reisman points to a handful of communities across the country that are taking action, sometimes with direct CCAC help. •In Ohio, CCAC has helped untangle conflicting regulations for child-care centers, Head Start, and schools, allowing them to coordinate and improve services to children. •In Florida, CCAC built support for the Child-Care Partnership Act that increased local and private funding for child-care (Louv 258).

- ◇ In Oregon, CCAC supported projects in six counties to link schools, child-care, and Head Start
- ◇ In Georgia, CCAC demonstrated how social service agencies can streamline procedures so that parents can get the child-care help they need to make a successful transition from welfare to work.

◇ In New York City, CCAC is working to link Head Start and child-care centers so parents moving from welfare to work can get the child-care help they need (Louv 258).

The key to successful community child-care efforts is collaboration, and some of the most successful efforts involve public-private partnerships. In Indiana, CCAC's Symposium on Child-Care Financing spurred public-private teams in 63 counties to start new centers and create loan and investment funds for child-care. In Miami County, Indiana, the Child-Care Action Campaign and the Indiana Family and Social Services Administration have sponsored a collaboration between the state, a church, a hospital, and three businesses. The state provides some funding, the church offers space; the hospital supplies cribs, equipment, and training for teachers; and the businesses have pitched in to build a playground (Louv 238).

"This is the kind of public-private partnership that has to happen all over the country," says Reisman (Louv 239). She would like to see every community mount a grass roots campaign to create such partnerships, and increase the



availability of good child-care. A third of all child-care programs today are housed in places of worship. "Churches and synagogues usually provide the space but do not pay much attention to the staffing and quality". They can do more to recruit and train staff and volunteers, and subsidize child-care for lower-income families. Colleges and universities can also play a larger role. "For example, if the teachers do not have access to the training they need, the local college may offer courses or on-site training. Local businesses can offer scholarships to teachers to take those courses" (239).

Indeed, businesses have a vested interest in good child-care. Reisman points to a recent study, in which employees of Johnson & Johnson reported that the company's comprehensive work/family program had significantly reduced stress and improved their concentration on the job. Workplace policies can help; such as: parental leave, flextime, staggered schedules, job sharing, telecommuting, and other alternatives for structuring work. But the availability of good child-care is crucial (240).

For some companies, establishing an on-site child-care center is a great solution, says Reisman. "But we're trying to convince employers that it makes economic sense to improve the child-care programs that already exist, rather than to create new ones" (Louv 241). That's what AT&T, with the help of two of its employee unions, is doing. Rather than creating more on-site care, the company is helping expand existing child-care centers. "This way, AT&T is helping all the children of the community, not just the children of AT&T employees" (241).

Businesses can work to set up networks of trained and licensed family child-care providers who offer care to children in their homes. Employers can also grant child-care vouchers directly to parents, to spend as they choose. Many companies contract with child-care resources and referral agencies that help employees find and evaluate child-care. The best known business campaign is the American Business Collaboration for Quality Dependent Care, a group of over 150 employers that has made a ten-year commitment of \$100 million to create or

improve child-care in 47 communities across the country (Louv 259).

Financial institutions can help too. Often, child-care providers do not have access to loans to expand their facilities. A little-known federal law, the Community Reinvestment Act, requires financial institutions to make a portion of their loans to organizations or agencies to rebuild community. "The easiest way to meet that requirement is to make loans in the area of housing. But financial institutions can also do it by helping expand child-care choices" (Louv 318).

Parents who are already stressed and time poor are unlikely to lead a community campaign for child-care. Nonetheless, they can do more to increase and improve child-care in their communities. High-quality day care may be good for a child's cognitive development, according to several new studies. In fact, some new research implies that children who spend their early years in center-based care perform better on tests of language and mathematics than children who stay home with their mothers. Such studies are beginning to answer

questions that have plagued parents since women started working outside the home. Does the amount of time spent in child-care or the quality of child-care affect a child's development? The biggest and best designed study to date funded by the National Institute on Child Health and Human Development, (NICHD) released findings in April showing that:

- ◇ children in high-quality day care-care that provides a stimulating environment-do as well on cognitive and language tests as children who stay home with their mothers, regardless of how many hours a day they spend in such care.
- ◇ Mothers are slightly more affectionate and attentive to their children the less time their children spend in day care.
- ◇ Mothers are slightly more affectionate and attentive to their children the higher quality the day care setting (Louv 335).

According to Sarah Friedman, PhD, NICHD coordinator of the study and one of its investigators believes that the bottom line is that "child-care per se is not placing children at a disadvantage" (Louv 256). Another recent study conducted in



Sweden found that children in center-based child-care scored significantly higher on tests of language skill and math proficiency than children cared for by their mothers or in family-based day care. Reisman offers these suggestions for parents: "Research local child-care supply and demand; talk to your employer about family-friendly benefits for employees (such as child-care assistance, flexible schedules, and job sharing), and attend political candidates' forums to ask them what they're going to do to improve the quality and availability of child-care" (qtd. in Louv 256).

Have you ever seen a child cling to a caregiver when his parents arrive to pick him up at a child-care center? How about a child who greets her parents happily then returns to her activity, in no rush to go home? While such close attachments to caregivers and child-care settings may make some parents initially uneasy, these bonds are an important part of children's development and learning. Working together, parents and caregivers can ensure that children see their educational

settings as safe places where adults other than their parents support and care for them (Berezin 10).

Caregivers with a strong knowledge of child development recognize how important it is for children to have a sense of belonging, feeling loved, and have trust in their environments. Warm and caring relationships with adults provide children with the basis for all types of learning. For instance, studies show the presence of attentive caregivers encourages children to explore their worlds. Responsive adults help children extend their learning and reach out to other children and adults. Specific training in early childhood education is critical because even the most supportive caregivers may not fully understand children's needs at different stages of their development (7).

Also, working with groups of young children is very different from relating to one's own child or neighbor's child. Caregivers who attend workshops, courses, and staff development programs are better able to create strong bonds with children. In addition, these caregivers are more sensitive and responsive to all children in their care. Because very

young children have limited ability to communicate their wants and needs, it takes a skilled adult who knows the child well to recognize different signals and respond appropriately.

Caregivers should be sensitive to each child's learning needs.

This encompasses a unique combination of individual, developmental, and cultural characteristics. Such attention helps children develop self-confidence and self-worth (Reeves 43). Good caregivers know that children's learning occurs in informal activities as much as in formal instruction. Children's language development, for example, begins with their earliest human interactions. Attentive caregivers help children learn the words to communicate their needs effectively. They see everyday caring routines as opportunities for expanding children's language skills. Parents can help strengthen the bond between children and caregivers by helping to communicate an attitude of trust. You should mention the caregiver's name in conversations at home, and show interest in your child's interactions with him or her. Say goodbye

confidently to children to make their transition more comfortable (Reeves 102).

Parents will find the best caregivers by recognizing signs of early childhood expertise. As communications between parents and caregivers develop, the bonds between children and caregivers will grow. A caregiver who understands the educational needs of each individual child can help parents make early years the best learning years possible (103).

What helps strengthen the ties for small groups of children. For babies, NAEYC recommends no more than 6 to 8; for toddlers, 6 to 10; for pre-scholars, 16 to 20 - and always with at least 2 adults. A primary caregiver should be assigned to infants and toddlers to promote consistency and responsiveness. Scheduling should be attempted that keeps groups of children with the same caregivers for extended periods of time, rather than changing with the traditional school year, or even more frequently (104).

Optimally there needs to be a low staff turnover to reduce any anxiety caused by changing faces and styles of



handling. Ask programs about rate of turnover and steps taken to recruit and retain qualified staff. Active parent participation and close communication with caregivers may ease parents' initial concerns and help children benefit most from their experience (104).

Employee action prompts management to respond to work-and-family needs. When employees at Weyerhaeuser felt that management do not understand the value of child care, they conducted a survey to prove the need. Today, the company has a resource-and-referral service. Hillary Larson is an administrative assistant, and Kim Johnson is a paralegal, at Weyerhaeuser Co. in Federal Way, Washington. Five years ago, both had toddlers, full-time careers and the desire to hang up the supermom cape. "As a single mom, I found it difficult to balance the issues involved with work and family life on my own," says Larson. "I really needed Weyerhaeuser to give me some of the same support I had shown them by being a hardworking employee" (Vandell 23). When Larson and Johnson heard through the grapevine that management do not

think that enough employees had children to warrant any sort of child-care program, they became concerned. They knew that this was an inaccurate perception. The women gathered facts through an employee survey, to show management that there really was a need for family support. In the process, management came to view Larson and Johnson as employees having a legitimate cause. This led to the forging of a child-care policy at Weyerhaeuser in 1987 (23).

According to the Bureau of Labor Statistics, Johnson and Larson represent the burgeoning norm: In 59 percent of married-couple families, both spouses currently are employed. In Washington state alone, more than 58 percent of children younger than nine years have mothers in the workforce. By the end of this decade, 80 percent of all mothers nationwide will work outside the home during some portion of their child-rearing years (U.S. Bureau of Census 20).

Although work-and-family programs often are relatively small-budget items when compared with health care, organizations are hesitant to become involved. Leslie Faught is

president of Portland, Oregon-based Working Solutions Inc., which provides dependent-care consulting to Weyerhaeuser and other major corporations nationwide. According to Faught, it isn't that management does not care about child- and elder-care issues. The problem is that management often is unaware of how much these issues can impact employees and the bottom line (Vandell 24).

A recent report by the Child-care Action Campaign presents one example. (The Child-care Action Campaign is based in New York City and works to establish a national system of affordable, quality child-care using public and private resources.) The report states that businesses lose \$3 billion annually as a result of child-care-related absences alone. A recent study of approximately 8,000 employees in Portland, Oregon, revealed that women who have children who are below the age of 18 miss 2.3 days more of work each year than women who do not have children. Men who have young children miss two days more of work each year than men who do not have young children (Vandell 35).

In addition, mothers and fathers have revealed that they experience anxiety on the job about family matters. The book, The Work and Family Revolution: How Companies Can Keep Employees Happy and Business Profitable, reports that 77 percent of women and 73 percent of men admit that they have dealt with family-related issues during work hours. Family-related stress can result in unproductive behavior, such as late arrival, early departure, distraction and an unusual amount of time spent on personal calls (72).

Because so many employees who have children experience these problems firsthand, it is becoming more common for management to hear about parents' concerns. It is also more common for the employees to initiate these child-care programs.

"The trickle-up theory often applies to establishing work-and-family policies," says Faught (Vandell 25). The wheels of progress often become clogged with red tape at the management level. The enthusiasm that grass-roots initiatives lend, however, can keep the process moving smoothly," she



says (25). That's exactly what has happened at Weyerhaeuser's corporate headquarters. "We conducted a survey of child-care support services back in the early '80s," says Nancy Oltman, EEO manager at Weyerhaeuser (23). "We looked into setting up an internal resource-and-referral service to meet a broad range of work-and-family issues, but at that time, the need do not justify the cost. We had only limited options because there were no dependent-care-benefits consultants at the time," Oltman says (23). The survey had a 40 percent response rate (Vandell 25).

Fast-forward to 1987. Johnson and Larson were down in the trenches and knew that their fellow employees shared their concerns about child care. But how to prove it to management was the question. They designed a comprehensive survey of child-care needs, sent it to approximately 3,000 employees, compiled the data and presented it to top management (28).

Although Weyerhaeuser provided copying and distribution services, Johnson and Larson ended up spending about 40 hours of their own time designing and writing the

survey, and compiling the results. Author Oltman suggests that: "the 40 percent response rate -- is impressive -- testified to the importance of the child-care issue to women and men at the company" (Oltman 34). "Although the survey wasn't designed and carried out scientifically, it still carried enough weight to prove what we already suspected -- that the company needed to reevaluate its child-care policies," says Oltman (34).

According to Johnson, the findings of the survey that were most surprising to management were the high cost of day care and the number of employees who wanted something done about child-care. For the Weyerhaeuser employees who responded to the 1987 survey, the average cost of full-time day care was \$247 per month per child (35).

Today that figure has more than doubled in communities in which Weyerhaeuser operates and elsewhere in the Pacific Northwest. "Mary and I weren't surprised because we both had children, but management had no idea," says Johnson (Vandell 37). "We had employees at every level tell us that they were willing to give up such benefits as dental insurance,

vacations and the exercise club to receive child-care support." According to Faught, much of the success of a grass-roots effort depends on the company culture. "Many companies only now are beginning to learn the value of employee empowerment. Weyerhaeuser's human resources managers were visionary in that they appreciated employee-led efforts early," she explains. Oltman confirms this fact. Several different managers at different times easily could have squelched Johnson and Larson's initiative (Vandell 37).

One important reason Johnson and Larson's proposal took root was that it coincided with a study of child-care among Northwest employers. The company's human resources department was helping update the study. "When Kim and Mary came forward with their survey idea, it was timely and a good fit," Oltman points out. "What we did could have been just another corporate report, but they really brought a sense of urgency to it. They demanded action" (34).

As a result of the data that Johnson and Larson presented to senior management in late 1987, Weyerhaeuser

created the Childcare Task Force to look into what the company and employee needs were and to try to find the answers. Instead of leaving the responsibility to the human resources department, a group of employees had responsibility for analyzing the issues. The reason? A broad cross-section of employees often provides better solutions and the clout necessary to implement change throughout the company (35).

A report on task forces conducted by the Conference Board in New York City recommends that managers ask leaders from various departments -- community and government affairs, training and development, corporate research, legal, accounting and human resources -- to lend their expertise to the cause. Initially, there were five women on the committee. That number of committee members has grown in the past three years and now includes two men. Oltman originally headed the Childcare Task Force, but the current EEO manager now has that responsibility. Other members include several representatives from human resources, the manager of the recreation department, the manager of the EAP



department, a manager from corporate contributions, and Johnson and Larson (41).

Generally, a task force meets weekly, biweekly or monthly for one year and has the goal of designing a plan of action. Originally, Weyerhaeuser's committee met twice a month, but that has tapered off in the past year to a quarterly meeting to review the services that already are in place. Weyerhaeuser's committee is atypical, in that it now has been in place for almost five years. "We feel that it is important to keep up with the changing needs of our organization and evaluate how our plan is being carried out" (43). Johnson explains although the committee enjoys a certain autonomy, it seems to have more power working with management than it would as a separate entity because it has management's support. "We meet on company time and have the strong backing of senior management," says Johnson. "This committee isn't just an advisory committee to the human resources department but is a part of the policy-making

process. Our recommendations are taken seriously," Johnson says (43).

Originally, the Weyerhaeuser task force examined various child-care options. It tried to match the company objectives with employee needs. The company objectives that were identified by the committee were: position the company as a progressive employer that can attract, motivate and retain the dual-career workforce; assist the most employees possible, equitably and within the limited budget available for benefit enhancements; provide assistance that's consistent with prudent business practices and that does not involve the organization in the day-to-day management of the child-care program. The survey identified such employee child-care concerns as: cost, quality, supply, access, advice and flexibility. Employees responded positively to various proposed programs, such as:

- Employer-sponsored child-care centers (16 percent)
- Voucher plans to subsidize childcare (14 percent)
- Information-and-referral services (13 percent)
- Discount programs (12 percent)
- Comprehensive cafeteria plans (12 percent)

Flexible-spending accounts (10 percent)

Reimbursement plans (8 percent). (Vandell 48)

According to Johnson, employer-sponsored child-care centers or on-site day care were investigated, but because of the abundance of facilities close to corporate headquarters, that option was dismissed. Two other employee preferences subsidized voucher plans and employee-discount programs at day care centers near the corporation were rejected because they were found to be too costly. The committee interviewed managers at other companies that faced similar child-care issues and had extensive conversations with Working Solutions. They came to the conclusion that the answer to many of Weyerhaeuser's child-care problems would be a resource-and-referral service (49).

Resource-and-referral programs were attractive to Weyerhaeuser because of the dual function they serve: assisting employees with problems, and supplying the company with data about employee needs. At the time Weyerhaeuser decided to contract with a resource-and-referral service, there

were only two dependent-care consultants who offered the program in Washington state, several other contenders have sprung up during the past few years. At one time, Weyerhaeuser had tried to establish an employee-run, internal resource-and-referral service. Johnson says that this effort failed because of a lack of organization (51).

Although Weyerhaeuser's data base was growing by word-of-mouth -- providing information about which of the services employees had used and liked -- Working Solutions already had a complete data base in place. This is how the system worked: 24 hours a day, seven days a week, employees can call Working Solutions toll-free. A child-care specialist will assess their situation. That might mean something as basic, yet crucial, as finding an affordable day care provider in the employee's community. Working Solutions has a data base of more than 12,000 independent child-care services and access to a network of thousands more. The service screens the providers for availability and other criteria specified by the



employee, and identifies three choices to investigate in the employee's area (52).

During that initial assessment Working Solutions also might uncover family-related stresses that the caller may not have recognized. These stresses can come from many sources including: divorce, sibling rivalry, behavior or learning disorders in school, peer pressure on teens, self-esteem problems, and the everyday routine of getting the kids off to school and the parents off to work without having everybody go crazy.

Whatever problems turn up, the service guides employees into taking positive action. Instead of giving advice, the consultants offer alternatives suitable for the problems at hand. A simple information sheet may be all that's needed (Vandell 54).

If the situation calls for in-depth legal or psychological counseling, the consultant refers the employee to the appropriate resources. The goal of the program is to give the employees some appropriate choices, not to make their decisions for them. "People will indicate one thing on a survey, but their problem when they actually pick up the phone

because of a child-care need is what's really important to us," says Oltman (Vandell 58). Working Solutions compiles quarterly reports on the exact nature of those needs while maintaining employee confidentiality. Each report specifies the number of calls, nature of requests, demographics of employees calling and other pertinent statistical information. As a result Weyerhaeuser now has trend data on its employees' actual needs. According to Oltman, any decisions concerning work-and-family benefits will include careful consideration of the data that Working Solutions provides (58).

With a resource-and-referral service successfully in place, the task force looked for ways to help parents with the financial burden of child-care. They found that dependent-care spending accounts deliver value to employees (in the form of tax savings) at only a small administration cost to the company (59).

The dependent-care spending account has been available company wide since January 1991. All of Weyerhaeuser's 40,000 salaried employees nationwide have

access to this program. In the first year of the program, enrollment was one point eight percent, compared with the national average for mature plans of three percent. During 1992, however, its enrollment increased to two point two percent. According to Oltman, Weyerhaeuser's Childcare Task Force is at an important juncture now. The task force is evolving from an ad hoc group that meets quarterly to discuss the implications of Working Solutions' utilization reports into a more formal force that needs to be reckoned with. Says Oltman, "We need to concentrate on our ongoing purpose -- expanding the goals and procedures of the task force" (112).

The next step includes defining a long-term mission for dependent care and establishing more reliable processes for meeting and functioning. "We're trying to turn this into a long-term working committee that has a rotating membership, to get input from all areas of the company," says Johnson (Vandell 57). Other options include the formation of a permanent work-and-family department within the company or expanding the employee family assistance program to include a child-care

contingency. Looking back, Johnson and Larson both admit that they feared for their jobs when they first made the decision to challenge (57).

Weyerhaeuser's child-care policy. The solid evidence of an employee data base, however, buttressed their confidence -- as well as their cause. "We do not know how management was going to react, but everyone was supportive," says Larson (Vandell 62). Because employees are the key customers in providing a benefits program, their input is essential in deciding which child-care services to implement, according to Steven Hill, senior vice president of human resources at Weyerhaeuser. "I have two children, so believe me, I've given considerable thought to child-care issues," adds Hill (Vandell 62). "The company had been struggling for years with tackling a child-care policy that would cover the varied needs of our employees (62).



## Divorce:

The impact that family disintegration has on children's lives on a national crisis. This crisis has weakened our social fabric and placed unbearable burdens on schools, courts, prisons and the welfare system. The nuclear family must be nurtured. It must be the center, not the periphery, of social policy. Too many policies and attitudes undermine this central value. According to US News & World Report, Inc., children in single-parent families are six times as likely as children in two-parent families to be poor; two to three times as likely to have emotional and behavioral problems; more likely to drop out of school and to be expelled or suspended from school; more likely to get pregnant as teenagers, and more likely to use drugs and to be in trouble with the law (Zuckerman 72).

The common consensus is that children are resilient and that they bounce back. The reality is that many children do not bounce back after divorce or even after remarriage. The difficulties often persist into and through adulthood, their origins often not recognized for what they are. These children have a harder time achieving intimacy in their relationships, in forming

a stable marriage, and even holding a steady job. As an author for Atlantic Magazine, Barbara Whitehead puts it, "Children who grow up in single-parent or stepparent families are less successful as adults, particularly in the two domains of life—love and work—that are most essential to happiness" (30). This applies to black and white, rich and poor, boys and girls. Various satisfying beliefs have grown that "quality time" compensates for absence, that "happy parents make happy children." These are delusions (Cherlin 252: 1387).

Professor Andrew J. Cherlin and his colleagues at Johns Hopkins University recently performed a study on the effects of divorce on British and American children. This study followed national samples of children and their families for several years. They identified about 12,000 seven-year-old British children and 800 seven-to-eleven-year-old American children whose parents were married at the beginning of the survey period, and they tracked these children for the next four to five years. Not surprisingly, children whose parents separated or divorced displayed more behavior problems and performed more poorly

in school than children whose parents remained married. When they looked back to the beginnings of the surveys, they found that the children-particularly boys whose parents were then married but would later divorce were already displaying more behavior problems and performing more poorly in school than the children whose parents would remain married. They concluded:

Overall, the evidence suggests that much of the effect of divorce on children can be predicted by conditions that existed well before the separation occurred...[T]he British and U.S. longitudinal studies suggest that those concerned with the effects of divorce on children should consider reorienting their thinking. At least as much attention needs to be paid to the processes that occur in troubled, intact families as to the trauma that children suffer after their parents separate (1388).

Several leading studies of divorce have found what appear to be greater effects on boys than on girls (1387).

Developmental psychologist Robert E. Emery writes in Marriage, Divorce, and Children's Adjustment that girls sometimes react to the stress of divorce by displaying over-controlled, "good" behavior. These girls are indeed distressed by the divorce, according to Emery, but they respond to their distress by trying to help out and be accommodating. In divorce and in reaction to other sources of stress, girls tend to internalize their distress, which makes it difficult to observe. Boys on the other hand, externalize their distress through obvious misbehavior (Longitudinal Studies 77).

Author Richard Gill, argues that living in a high-divorce-rate society leads couples to focus more on self-fulfillment and less on keeping their marriages together, to the detriment of children:

According to this argument, divorce involves an important externality. My divorce affects not only my own children but also, by adding to the divorce rate, the dysfunction and conflict in other marriages and hence the welfare of children



in other families (Longitudinal Studies 79).

The claim above indicates that in a high-divorce-rate society spouses feel free to argue because they know divorce is an option if they can not resolve their differences. The opposite position could, of course, be argued that in a high-divorce-rate society there is less conflict in marriages because couples that can not get along get a divorce. Moreover it is possible that one couple's divorce could make other couples less likely to divorce. Studies show that adults who divorce experience considerable anguish and distress; even those who initiate a divorce often report feelings of loss, sadness, and anger for years. The married friends of persons who divorce witness this distress, are often asked to provide comfort, and therefore learn how difficult a divorce is. Today, there is a greater awareness of the emotional and economic costs of divorce (Family Policy 79).

Although much research has focused on the immediate effects of divorce and single parenting on children and

adolescents, Eccles and Barber studied long-term effects. They found that, after the crisis period immediately following a divorce, many children returned to a stability when they were respectfully and thoughtfully informed about problems between their parents. These children accepted the effects of divorce with less self-blame than children who were not informed about their parents' difficulties. Consistent and honest parent-child communications, an extension of attachment behaviors, were crucial to managing the strong feelings around a divorce. If uninformed, children's fear of the unknown and desire to avoid conflict may result in silence or denial of feelings (Eccles & Barber, 118). Parents need to take responsibility for the effects of their behavior on their children.

American kids are increasingly likely to grow up without a father in their home. The share of children living in mother-only families has increased from six percent in 1950 to 24 percent in 1994. If current rates of divorce continue, the majority of today's children will spend some of their childhood in a single-parent home. Indeed, in the last decade, single parents have

become more prevalent in every state, increasing in cities, suburbs, rural areas, and among all racial groups. The 1990 census revealed 4,873 neighborhoods, home to four point five million kids, where they were the majority of families (US Bureau of the Census 20).

These fatherless neighborhoods are concentrated in urban core areas like the city of St. Louis, Missouri, where fatherless families comprise 48 percent of all families with children. Another example of this concentration exists in the Birmingham metropolitan area. There are many fatherless neighborhoods in Jefferson County, Alabama, which contains the City of Birmingham. Yet the share never goes above 28 percent in the three neighboring suburban counties.

Fatherlessness is not just a big-city problem, however.

Fatherless neighborhoods are also found in rural southern counties like Holmes, Mississippi (48percent). In Georgia, Alabama, Mississippi, and Louisiana, more than 10 percent of all children are living in fatherless neighborhoods (Bertoia 18).

Black children make up the majority of all kids in fatherless neighborhoods. In fact, more than three-fourths (77 percent) of children in the 4,873 neighborhoods are black, while just 13 percent are white. Fatherless families are also prevalent in Indian reservations like Apache County, Arizona (27percent). But the data here may be deceptive, because some Native American children live in extended families that include strong paternal figures. And despite the low family incomes of Hispanics, relatively few kids in fatherless neighborhoods are of Hispanic origin. In Las Cruces, New Mexico (Dona Ana County), Hispanics are the majority of residents and 21 percent of families live in poverty—but only 20 percent of families with children are headed by women (Gibson 390).

If children thrive on security, stability, and a two-parent family, then America's best places for children may be in the rural Midwest. Cedar County, Nebraska has about 10,000 residents, 3,100 of whom are children. Only five percent of its families are fatherless. Cedar County also had a total of 21 high school dropouts in 1990, and one violent crime in 1991. Most



of the four point five million children living in fatherless neighborhoods in 1990 were also living in poverty. Most of the men who live in these neighborhoods were employed for less than 26 weeks in 1989. Boys who grow up in fatherless neighborhoods have few positive role models. A recent study of young, absent fathers who are behind on their child-support payments found that most of them did not live with their own father at age 14 (O'Hare 28).

Richards and Schmiede studied seventy-one single mothers and fathers. When participants in the study were asked to identify positive aspects of single parenting, the top five were: (1) improved parenting skills through increased support of children and encouragement of their independence: (2) improved family and household management skills: (3) improved and increased communications with family and friends: (4) personal growth as a result of dealing with new challenges: and (5) increased pride resulting from the ability to meet financial needs of the family (Richards & Schmiede, 280).

Today's family is more likely than in the past to include remarriage and stepchildren. Half of marriages end in divorce, but two-thirds of divorced women eventually remarry and consider having additional children. The structure of American families has undergone profound changes as a result of increases in divorce and remarriage during the past decade. However, such changes in family composition and living arrangements can interfere with grandparents' ability to perform their role. The parental generation mediates the grandparent-grandchild relationship, since they provide the opportunities for grandparents and grandchildren to socialize together (Hagestad 14).

When the parents are divorced the quality of the grandparent-grandchild relationship may suffer or it may strengthen. Thus divorce has a particularly harsh effect on the relationship between grandchildren and grandparents whose children have not been given custody. Even though all states now have grandparents' rights legislation, which gives grandparents the power to go to court to secure their right to

visit their grandchildren, grandparent-grand-child association after divorce will probably become increasingly strained (Wilson 175).

Further if the divorced parent remarries, then step-grandparents may enter with a new role that is fraught with ambiguous expectations (Henry, Ceglian, and Ostrander, 34). The greater their investment in the grandparent role, the more distress grandparents may feel when contact with grandchildren declines following parental divorce (Myers and Perrin, 64), and one would expect that reduced contact between grandparent and grandchild will have an enduring effect on the well-being of both generations. The long-term consequence of early parental divorce and remarriage for grandparents and adult grandchildren is a subject that requires further research investigation.

Increasing numbers of grandparents are rearing their grandchildren because of divorce (Chalfie 117). Census figures estimate the number of grandchildren living with their grandparents (many without a parent present) to be as high as

three point four million, with African American grandchildren being slightly more than three times more likely than their white counterparts to be in this type of living arrangement (U.S. Bureau of the Census, 20).

The American family picture has taken on many aspects of the corporate merger mania of the seventies and eighties. As a result of changing value systems, the divorce rate is now over 50 percent. Most divorced people do eventually remarry, creating a growing trend toward second-time-around relationships, according to the National Center for Health Statistics. As a result, the American family is an unpredictable montage of mothers, fathers, children, grandparents, stepchildren, stepparents, stepgrandparents, visiting ex-partners, and whoever else may participate (Lillard 1142).

Each family has its own way of doing things. In essence, each has its own culture and value system. This requires major adjustments. There are financial (support payments), event scheduling (visitation rights), and people coordination issues to deal with. Coping with emotions and feelings from prior



relationships can and does increase tension in the whole family (Myers and Perrin, 63).

Ex-spouses can present challenges. When it comes to parenting, the primary goal should be to raise healthy children. It is difficult to provide uniformity when raising children from separate households. Major sources of irritation are when the children play parents against each other, child support is not paid on time, the new spouse is not appreciated, or calls from children are delayed while an ex-spouse dominates the time prior to putting the children on the line. One of the greatest sources of stress is custody battles, when the lawyers and courts decide what couples can do for themselves. Of course ex-partners have to be on reasonable speaking terms and have the best interests of the children in mind, as opposed to being dedicated to their own egos (Myers and Perrin 65).

As a nation, we need to realize that parenting is the most important thing we do. It is not a hobby, though we may tend to set the parenting role aside to tend to other priorities. When working couples decide to become parents, they need four

things to help them live by this value: more time, more money, better services, and more respect (Lillard 1141).

There is a definite link between strong family ties and working-couple happiness. How do working couples tackle the challenge of major holidays? Deciding whose family to visit, and for which holiday is a major dilemma, especially for those with children. With blended families, it is also a major dilemma because it is almost impossible to please everyone. The so-called "blended family" is no longer an aberration in American society: It is a norm (Louv 350).

Today, more than 33 percent of all U.S. children are expected to live in a stepfamily before age 18. Born of conflict and loss, new found commitment and often heart-wrenching transition, these families confront many lifestyle adjustments and challenges. Children of stepfamilies face a higher risk of emotional and behavior problems and are less likely to be resilient in stressful situations (U.S. Bureau of the Census, 20).

It is important to maintain close ties with the extended family, since working couples need their support. It is also

necessary to develop traditions with your own immediate family. With good planning, families can have reunions and quality time with each extended family, together. The rule is that when the pressures exceed the pleasures, it's time to find alternatives (Louv 350).

As author Leman pointed out, guilt is a constant internal struggle that every parent contends with daily. "I feel guilty when I don't spend the holidays with my parents." "I feel guilty that I'm not with my children while they are growing up." "I work such long hours that I never see my wife and kids." "I'm always so tired. I feel guilty that I keep refusing my husbands sexual overtures. It is not surprising that so many of us are unhappy. We keep trying to gain approval by attempting to be what we think other people want us to be. Too often, we don't know what other people want us to be because often they are not sure what is expected of themselves (318).

Somewhere along the line the critical balance has become skewed. You can love your job and everything you are doing, but when you take on that one extra responsibility, you

throw yourself out of balance. You can handle extra work and other responsibilities for a while. It's when you begin doing too much for too long that burn out occurs. When this happens, you simply do not enjoy anything anymore, because it is physically and mentally impossible to operate at high speed forever (Leman 80).

Unfortunately, couples also downsize on necessary stress-reducing help. The reason? As with organizations, they are trying to save money, and therefore live like a single paycheck family. The annoying little details, which we all need to handle in order to survive in this society, are a mammoth contributor to the pressures encountered by dual-career households. The more you focus on your children, the more they will want to give back to you. You will end up getting more than you give (Chalfie 119).

This attitude will improve not only your personal life but your business life as well. Business is about relationships, and every successful professional knows this. Success is the result of good judgment about people. Marriages fail because the



people involved fail to understand and value the unique contributions that each has to bring to the partnership. Often we judge others based on our own strengths and by how we would handle a situation if we had the power to control everything and everyone. However greater power comes from connecting. When you connect with someone, each of you is empowered, each person has more energy. To enhance connection learn to validate your family perceptions and feelings. This can be accomplished by avoiding the imbalance, indifference, dominance, devaluing, discounting, disapproval, disrespect within the family, and will help to make the family unit a priority (Peck 178).

According to Wojahn, any attempt to reconcile differences or problems will fail until it is realized that problems within a relationship are symptoms of fears, the fear of revealing yourself and then being rejected, makes one feel devalued. Only through the risk of disclosure is one able to learn about themselves and work at setting realistic goals to achieve mutual success. The process of setting goals helps one

to build inner strength as they take charge of their life and the circumstances in their life. Hopefully, the trend toward blaming parents and breaking family ties is coming to an end. It is normal for families to go through trials and tribulations, have arguments, swear that they will never talk to one another again, and then make up. Children want parental support. They want adults to listen and approve of the decisions they have made. Deal with the issues that may be interfering with the parent-child relationship directly. Children need a sense of family (64).

It is best to allow the genetic parent to administer discipline. Agree with the boundaries and then ask for your partner's support and commitment to help you maintain them. Do not be harder on your stepchildren than you are on your own children. It is sometimes difficult to recognize that you just don't feel toward them what you feel toward your own. Remember, they are human beings. They are not perfect and they are afraid. *Love* Make a place inside of your heart for them. Don't try to fake it. Kids have an intuition that can sense falseness. If you can not find love for them, work on liking,

respecting, or accepting them. The best gift you can give them is acceptance (Leman 264).

Having children has always been the major challenge. As a result, many working partners are choosing to wait until later in life to have children or not to have them at all. This is not a decision to take lightly. Combining work and children is a large and difficult responsibility and a lifelong obligation. If you already have children, consider taking a parental effectiveness training course.

1. Whose values do you want your children to grow up with?
2. Whose values are they growing up with?
3. How do they spend their time during the day? What do they do? If they are watching television all day, what are they watching?
4. Is what they are watching what you would like to have them do with their lives? (Children learn not from what we say but from what they see done.)
5. With whom do they spend time after school? (Chilcoat 84)

the you can (192).

Chilcoat states in his book Potential Barriers to Parent Monitoring: Social Disadvantage, Marital status, and Maternal..., Children take a lot of time, and need constant and consistent attention. Leaving them alone after school is not a solution. Find another alternative. Howard D. Chilcoat, a researcher in the Department of Psychiatry at Detroit's Henry Ford Hospital, tracked 900 third and fourth graders in Baltimore. After two years, Chilcoat concluded that children whose parents are home, and are reachable after school are less likely to try tobacco, alcohol, or drugs. Parents who make an effort to know where their children are and what they are doing can prevent their children from starting to use drugs. Enforcing curfews can be a most effective effort. Parents would not be afraid to search their children's rooms for drugs and other harmful substances and then make the necessary interventions. They should not be allowed to manipulate by asking, "Don't you trust me?" It is not a matter of trust. It is a matter of love. Children, even though they object, want to be monitored. It shows them that you care (92).



Another author, Fishel states in his book Family Mirrors: What Our Children's Lives Reveal About Ourselves, Do not take out your frustrations on your children. They are doing the best they know how. Unconditional love, however, is not the same as unconditional acceptance. When their behavior is not up to your standards, let them know, "I love you just the way you are. It's your behavior that is unacceptable" (19).

The more parents pull back to regroup after a divorce however, the more fiercely children show their need for attention. When both parents and children have lost their emotional equilibrium, they exacerbate each other's problems. The key to breaking this cycle is for parents to take control of their lives, create a nurturing, predictable environment for the children will learn to deal with the children authoritatively (Brazelton 123).

When a husband and wife first separate and divorce, they experience a gamut of emotions from sadness, anxiety, guilt, shame, and shock to elation over believing that all their problems are now solved. The spouse who didn't want the

divorce may feel worthless and unlovable; the spouse who wanted the divorce may have second thoughts. There is not a right or wrong emotion, and each emotion may come and go again and again. At the same time, there are new living arrangements with which to become accustomed. The spouse with whom the children live may remain in the family home, reminding them of the loss of the parent who has moved out. If the family home must be sold and the proceeds split between the two spouses, both spouses will probably relocate to new neighborhoods (Brazelton 123).

Perhaps the children must go to a new school and make new friends. The mother, in addition to leaving behind neighbors she chatted with regularly or could turn to in emergencies, may feel isolated and embarrassed if her socioeconomic status has dropped. If she has not done so already, she may be entering the work force full time. The noncustodial parent, more commonly the father, may be paying child support, but he may resent the fact that he too may have a lower standard of living and that he now plays a reduced role in

his children's lives. Both parents may be wrestling each other in the courts over custody or visitation disagreements (Brazelton 123).

One of the most worrisome reactions is a parent's lacking the energy to go to work, keep up the daily chores, take proper care of the children—in short, to carry on with life itself. These are signs of serious depression (Hamburg 136).

As pointed out by Brazelton in Our Endangered Children, It is vitally important that parents overcome these reactions and, for the children's well-being, learn how to handle the stresses brought about by the divorce. The children's adjustment is directly linked to the parents' adjustment. Children sometimes behave in ways typical of an earlier stage in their development in reaction to their parents' separation and divorce. In the same way, a keenly unwanted or brutal divorce has the potential for throwing an adult back into an earlier stage of development or leading to behavior that is unusual for that person. Some adults may go so far as to become helpless, depending on others—including their children—to take care of them (119).

After a divorce some parents experience a specific type of regression in which they become too dependent on one or more of their children. In essence, a role reversal takes place in which the children become the parents' caretakers, confidants, and counselors. These parents are most often troubled, depressed, and lonely; they are unwilling or unable to take responsibility for themselves. Sometimes they are alcoholics or are dependent on another drug. The result is a form of mental bondage and skewed development in the child and a faulty sense of reality in the adult. In its most destructive (but rare) variant, some adults go so far as to commit incest, using the child as a replacement for the lost marital partner. More commonly, they have the child sleep with them to alleviate their loneliness. Most parents, however, are vulnerable, and depend too much on their children in more subtle ways (Belgeddes 84).

For many harried, overworked single parents, it is sometimes all too easy to fall into a routine in which they depend on an older child to take care of the younger ones. Or they might assign chores to the children that not only entail



danger or an unrealistic degree of responsibility, but also take them away from schoolwork and social activities normal for their age. An only child may be put in an even more difficult bind, expected to fend for himself or herself, he or she has no sibling with whom to share her fear of being alone and her distress about the absent parent. Although it is not unreasonable for single parents to expect their children to carry some of the weight of household duties, such responsibilities should be assigned within certain limits:

- 1) The chores should be appropriate to the child's age. A nine-year-old child, for example, should not be expected to cook dinner and clean up afterward every night.
- 2) Generally, children under the age of ten should not be left unsupervised, and children under the age of twelve should not be put in charge of younger children. This is not to say, however, that once youngsters reach these magic ages, they are ready to be left alone or to babysit—a child's maturity and willingness are the determining factors.

3) Older children should not be given total responsibility for the care of younger brothers and sisters. They are siblings, not substitute parents. Not only does this practice overburden the older children, but it has serious consequences for the younger children as well. Recent research indicates that children cared for by older siblings may have a poor sense of self-esteem. This may be due to the younger children's not getting enough parental attention, to stresses on the family, or to older siblings' picking on younger children when the parent is absent.

4) Chores should not be heaped on a child to the extent that they interfere with schoolwork and sleep or preclude time with friends. Schoolwork is a child's most important job, and an active social life is a necessary ingredient of healthy development (Belgeddes 87).

Instead of overburdening their children, some parents go too far toward the other end of the responsibility scale. To assuage their guilt over the divorce and its unpleasant repercussions, these parents exclude the children from

household tasks and try to do everything themselves. Or they may use such faulty reasoning as "I had to do too many chores when I was a kid. I don't want to put my child through that."

Such selfless intentions are unrealistic from the parent's point of view and do a disservice to the child. Being assigned and expected to carry out age-appropriate tasks creates a sense of accomplishment and self-discipline in children. It is a training ground for handling increasingly more difficult demands that will be placed on them by school, other institutions to which they belong, and eventually paying jobs (89).

Studies have noted that children with divorced parents reap unanticipated benefits from assuming a great deal of responsibility at a young age. Many of these children note that they have a greater sense of strength, independence, and capability as a result of their survival experiences in a postdivorce family. They are clearly proud of themselves and their ability to assist their parents at a time when the family's future was seriously jeopardized (91).

Children whose parents are divorced—like all children—need to feel needed; thus, parents should not try to protect them from the vagaries of everyday life. The danger comes when the children are robbed of their childhood, forced to grow up far before they are ready, they can never recapture those years. Whether or not the children are able to come to terms with the divorce has important consequences, not just in the period following the divorce but in their adult years as well (McFadden 125).

Children with divorced parents are more likely to be divorced as adults themselves; they sometimes rush into relationships for which they are ill prepared in an effort to prove they are lovable and to fight against their fear of rejection. If they see that you can recover from such a devastating trauma, such reactions in their adult lives may be avoided (Brazelton 132).

Parents who are getting a divorce are frequently worried about the effect the divorce will have on their children. These parents may be preoccupied with their own problems but still



realize that they are the most important people in their children's lives. While parents may be devastated or relieved by the divorce, children are invariably frightened and confused by the threat to their security. Some parents feel so hurt or overwhelmed by the divorce that they may turn to the child for comfort or direction (Belgeddes 118).

Divorce can be misinterpreted by children unless parents tell them what is happening, how they are involved and not involved, and what will happen to them. Children often believe they have caused the conflict between their mother and father. Many children assume responsibility for bringing their parents back together, sometimes by sacrificing themselves.

Vulnerability to both physical and mental illnesses can originate in the traumatic loss of one or both parents through divorce.

With care and attention however, a family's strengths can be mobilized during a divorce, and children can be helped to deal constructively with the resolution of parental conflict (Cooney 65).

Parents should be aware if there are signs of persistent stress in their child or children. These may include loss of motivation for school, for making friends, or even for having fun. Other warning signs include sleeping too much or too little, or being unusually rebellious and argumentative within the family. Children need to know that their mother and father will still be their parents even though the marriage is ending and the parents won't live together. Long custody disputes or pressure on a child to "choose sides" can be particularly harmful for the youngster and can add to the damage of the divorce (Mahony 37).

Parents' ongoing commitment to the child's well-being is vital. If a child shows signs of stress, the family doctor or pediatrician can refer the parents to a child and adolescent psychiatrist. He or she can evaluate and treat the symptoms caused by stress. In addition, the child and adolescent psychiatrist can meet with the parents to help them learn how to make the strain of the divorce easier on the entire family (Brazelton 110).

Companies no longer can ignore the increasingly devastating human and financial toll of layoffs, stress, harassment, violence in the workplace, and divorce. These are real problems facing organizations across the country. If these issues are not addressed, many companies will suffer serious financial and human losses. The inevitable and emotionally charged conflicts that result from a divorce can bring about difficulty interacting with co-workers. Domestic violence takes a shocking toll in the workplace – in lost productivity, increased health-care costs, absenteeism, and sometimes workplace violence. One estimate by the Bureau of National Affairs rings up a price tag to corporate America of three billion to five billion annually – an amount too large to ignore. Everybody in our society pays very dearly for domestic violence,” says Congresswoman Patricia Schroeder (D-Colorado). “We pay for it in health-care costs, absenteeism and by perpetuating a culture of violence (Solomon 65).

Clearly, the dysfunction that exists in many present-day work environments is well known to most of us. But the

attributes of healthy work environments are less well known. If we are to successfully modify behavior in individuals and effectively reduce costs, we must focus on identifying and developing the qualities and characteristics of healthy organizations. The key components of these organizations are communication, trust, opportunity for personal growth and development, fairness, team ethics, and humanistic policies, procedures and practices (Solomon 69).

To begin creating healthy workplaces, we must first learn to communicate. This process cannot be effective in the workplace without the active involvement of supervisors and managers. Supervisors and managers need to be careful how they ask employees about their situations and how they open a conversation. According to Jackie LaFave-Perkins, Assistant Vice President, Director Human Resources for Culver City, California-based Lanz, Inc., "lots of times you'll discover that attendance problems are not really work related; they're family related." Supervisors and managers need to appear as supportive and tactful as possible (Solomon 71).



### Opportunities/Influences:

Let us start with the most important and personal family issue: time stress. The clearest evidence that the supportive web for children and for parents has pulled apart is the lack of family time. The amount of time parents spend with their children has dropped forty percent during the last quarter century. "In 1965 the average parent had roughly thirty hours of contact with his or her child each week" (Louv 15). Today, according to the "Family Research Council", the average parent has just seventeen hours of contact with children per week. Many families make eating together an important ritual: no books, newspapers, or TV allowed. Make eating in front of the TV a special event rather than a daily occurrence. Take the phone off the hook or refuse to answer it during dinner time and family time. You may have trouble sitting down for a serious chat with your child, but you can explore all sorts of topics while fishing together. Instead of isolating yourself at the home

computer, put your child on your lap and play with a computer game. (Louv 15).

Childhood today does not offer the choice to play simply and slowly, to grow naturally, but is being overwhelmed by an environment dominated by electronics and speed. Most children spend more time in front of the TV than they do with their parents. The primary goal for a parent according to Louv is to develop the parent-child ties, so that the child feels a sense of belonging in a family where members care about each other and enjoy each other's company. In order to achieve this the family needs to play, work, and celebrate together (190).

Author Scott Peck describes it this way: The parents who devote time to their children, even when it is not demanded by glaring misdeeds, will perceive in them subtle needs for discipline, to which they will respond with gentle urging or reprimand or structure or praise, administered with thoughtfulness and care. They will observe how their children eat cake, how they study, when they tell subtle falsehoods,

when they run away from problems rather than face them. They will take the time to make these minor corrections and adjustments, listening to their children, responding to them, tightening a little here, loosening a little there, giving them little lectures, little stories, little hugs and kisses, little admonishments, little pats on the back (Peck 23).

Parents are the best experts for other parents to turn to; they may not always seem to know the right answer, but they always know the right questions. It's easy to forget that feminism did not begin with a discussion of the Equal Rights Amendment; it began when women sat down at kitchen tables and began to talk about what it felt like to be a woman. Today the same process, at kitchen tables and conference tables across the country, is necessary among parent and non-parents who care about children (Louv 27).

The National School Safety at Pepperdine University concludes that, due to the lack of parental presence or parental control, an opening for the negative influence of gangs has developed. This need has been filled by gangs. It used to be a

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more strictly urban phenomenon -- in the fifties there were still many places in the country where crime was relatively uncommon. But now the borders of crime, like the borders of mass communication, have dissipated. Crime is everywhere. The risk of being criminally victimized has increased for parents themselves, and they often translate this fear into increased anxiety for their children. Expanded and more interdependent media amplify our awareness of crime. People hear more about crimes that have occurred in other places, they hear about these crimes more quickly, and they hear about the same crimes over and over (9).

Violent crime has become a part of our lives, and has been brought into our homes through mass media such as television and newspapers. Studies by the Annenberg School for Communication in Pennsylvania suggest that television heightens our level of apprehension. According to author *George Gerbner* all other things being equal, those who frequently watch television exhibit far more anxiety about crime than those who watch television infrequently. The less time we

spend with our children, the more we worry about them (Louv 39).

As Finklehor pointed out, "Kids are in day care all day, they go to school further away than they used to -- the neighborhood school is gone -- the family doctor is gone, and so the kids travel further to get medical care from an impersonal medical center" (Louv 39). As society becomes more heterogeneous, and as parents have less direct control over their children, the more the fear grows. We project our parental fears of kids taking drugs, becoming sexually active, falling away from traditional values onto the society (qtd. in Louv 39).

All of these trends add to the sense of losing control. Symbolically, children represent two things to us. They are, as Best put it, "the walking talking future," and they represent vulnerability and innocence. George Gerbner, pointed out that societal anxiety seems to rise during years of particularly intense economic and social tensions. "People are not as confident about the future as they were twenty years ago, and worrying about children is a way of expressing those fears,

fears which are terribly frightening to express" (qtd. in Louv 37).

Unconsciously, we understand that we cannot squash evil permanently.

As author Stillman pointed out, she has the choice to stay home, and she lives in a fairly insulated environment, a relatively affluent suburb of New York. "I am not sure we're representative, because I do have the flexibility. It's human nature to try to ignore fear and depression, to sweep it aside. I'm a believer that depression serves a very valuable function: if people are working too many hours and they're depressed because they're worried about their kids -- or if they're at home and depressed because they're worried about their careers, and they're taking it out on their kids and themselves, then I think depression serves a purpose. Many people go on for years trying to ignore the depression. You only change if you're in pain. And I know a lot of parents who are in pain" (qtd. in Louv 262).

When asked, missing-children expert David Finklehor what he considered the most important thing parents could do

to protect their children. "There are an awful lot of programs out there today trying to teach personal safety to children," he said. "But I honestly think the most important thing a parent can do to have a good relationship with the child, a good, supportive relationship, because a child who has good self-esteem, good self-confidence and has closer relationship with the parents, is much less likely to be victimized. Our studies show that predatory people are not as likely to mess with them, because the predator senses that these are kids who will tell, who can't be fooled or conned. The studies show that most kids who are victimized are emotionally neglected, have unhappy families or other deprivations" (qtd. in Louv 30).

There was the key. By focusing on building self-esteem and self-confidence in our kids -- by spending the time with them as this goal demands -- we give them an armor they take with them wherever they go. Through their childhood, adolescence and into adulthood, they will have an internalized protective armor. The most important thing that we can give our children is our time. To capture time, some families arrange for



one parent to be home. Assuming that no mass exodus from the workforce is about to take place, other remedies are called for. A few companies, for example, are looking more seriously at flexible working hours, part-time jobs, and job sharing, which would allow parents more control over their personal lives. A movement is building for such change. We cannot reclaim time and the quality of family life entirely on our own. Some of the most important, immediate decisions are the small ones made within each family (Cooney 68).

Another challenge faced by America's families is how to raise children to be healthy, responsible adults in a society that is not always supportive of parental efforts. Research on family and societal influences on young people's development shows that parents are more likely to achieve their child rearing goals if the beliefs and values they are trying to transmit are shared and reinforced by other groups and institutions in the family's community and the larger society. Institutions that can support or challenge the family's authority include the child's school, religious institutions, youth organizations; and the

entertainment industry. Probably the most important undermining of parental teaching is done by other young people, that is, by the child's friends and peer groups (Leman 324).

American parents who are trying to rear their children in responsible ways do so in the face of peer influences. These influences are sometimes at odds with the goals parents are trying to achieve. Although the notion of generational conflict has been a frequent theme in American literature and in the literature of many other countries and cultures, the image of a monolithic youth culture that is in opposition to adults is a false one. It is true, however, that the influence of friends and of peers becomes increasingly important during the adolescent years and that friends can influence each other in negative as well as positive ways. Parents have to be concerned about peer influences for a variety of reasons:

- ◇ Adult authority is weaker and more fragmented. In a pluralistic society, it is difficult to find consensus about values and behaviors that should be promoted in our youth;

- ◇ Young people are spending greater amounts of time with others of their own age, with very little regular interaction with adults. This age segregation is due in part to the greater number of years spent in school, but also to changes in employment and marriage patterns. Although many young people are working, their work is often in the service or retail sectors removed from adults who might serve as role models;
- ◇ Teenagers have a great deal more freedom in directing their own lives than young people in the past. They have greater latitude in choosing friends, how hard they work in school, whether to smoke or drink, when to become sexually active, and what career path to pursue. This freedom, however, comes at a time when societal expectations about appropriate behavior are less clear cut than in the past (Dilulio 18);
- ◇ The mass media and the popular entertainment industry are exposing adolescents to a much broader range of experiences than ever before and serve as another major,

although not well-understood, influence on young people. Studies have shown that the concerns, attitudes, and behavior of adolescents often mirror the themes and content of the media. Because youth are a major consumer market that the media aim to tap, youthful fads and rebellions are rapidly communicated, amplified, and sometimes even glorified (Exter 55).

Needless to say, a youth gang satisfies a void. It provides the child a sense of identity, belonging, power, and protection. The gang satisfies the child's desire to feel secure. Living in a high-risk environment without parental protection, the young gangster satisfies his insecurities by aligning himself with a gang. This gang becomes his or her surrogate family. The gang provides a protective barrier against the outside forces (Spergel 3).

A recent decline in violent crime appears to be more a result of fewer teenagers than better law enforcement. When the current bumper crop of elementary-age children become adolescents, the violent crime rate is likely to explode. Violent



behavior of students at home, in schools, and in communities is an increasing problem in the United States and other Western societies (Glasser 82; Goodlad 123; McFadden 27; Sarason 41).

Many theories have been formulated in an effort to understand factors that contribute to this disturbing phenomenon. There have been studies that connect the emergence of increased violent behavior among youths with characteristics of their early familial and peer relationships (Biringen 412). A growing chorus of experts warn of the impending youth crime crisis. Reggie Walton, a Washington, D.C. Superior Court judge who handles juvenile cases, blames it on the disappearance of fathers. Walton says fathers leave children to be raised by young mothers who themselves are often struggling with mental or emotional problems, limited education, poverty and addiction. Walton labels these children "walking time bombs" (Thomas 1). This time bomb has been in the making for some time.

gang spraying graffiti on a street (Thomas 1)

Youth violent crime has been rising dramatically for more than a decade. Today, and historically, young males commit far more crimes than other age groups. The volatile mix of more chronic juvenile delinquents and an upward surge in youthful perpetrators of violence is complemented by an unprecedented growth in youth living with little or no adult supervision.

Consider some recent examples.

- ◇ A Los Angeles family takes a wrong turn into gang territory and is fired upon. A three year old is killed and her two year old brother wounded.
- ◇ A Chinese immigrant in Brooklyn is kidnapped by a Chinatown gang which demands ransom payments from her family. She is murdered when the family fails to pay.
- ◇ Two FBI agents and a police sergeant are murdered inside the Washington, D.C. police headquarters by a gang member.
- ◇ A Pittsburgh police sergeant walking home with his daughter is killed with his own gun after he stops and confronts a gang spraying graffiti on a street (Thomas 1).

In the March, 1994 U.S. Newswire, Vice President Albert Gore recently told the White House press corps, "Gangs have been a major cause of the violent crime in the past decade" (23). He cited a Treasury Department report that found the presence of rival gangs, the Bloods and the Crips, in 35 states and 58 cities across the country. At the same press conference, Attorney General Janet Reno cited the impact of disabling one gang in New Haven, Connecticut. Eighteen members of the "Jungleboy" street gang were put in jail, and, according to Reno, New Haven's murder rate fell by one-third in 1993 (23).

Given that youth gangs account for a disproportionate share of youth violence, their potential for contributing to a future crime wave is enormous. At the current growth rate, there will be nearly half-a-million more adolescent boys in the year 2010 than today. That means if current trends continue, we will have perhaps 30,000 more chronic juvenile delinquents by the year 2010 than today. Chronic youth offenders comprise seven percent of all male teenagers and they commit 70

percent of all serious crime for their age group (Dilulio 19). If history is any predictor, these adolescents will be more violent than the current delinquents (Dilulio 19).

According to the Department of Justice, today's youth are extremely violent. Firearms are now used by three-fourths of all juvenile homicide offenders and one-third of all reported violent crime offenders are less than 21 years old. Juvenile arrests for all violent crime have increased from 1983 to 1992 in spite of the decline in the overall number of teenagers in the U.S. population. The government estimates that the juvenile arrest rate for major violent crime will more than double by the year 2010 (Thomas 1).

This ticking youth time bomb is evident everywhere. California authorities report that incarcerations of violent youth increased from 44 percent of the prison population in 1987 to 61 percent in 1992 (Lopez 14). There is no sign of a turnaround. Officials in the upscale Washington, D.C. suburb of Fairfax, Virginia report that the number of juveniles arrested for violent crimes has climbed 61 percent since 1991. The



number of youth arrested with weapons has risen 118 percent since 1989. (Keary 5).

A 1993 report by the Washington State Department of Community Development states, "Our state and nation are awash in a tidal wave of violence, violence that has reached epidemic proportions especially among our youngest generation." (King 1). Professor Dean Rojek, a sociologist at the University of Georgia, says, "For decades violent crimes was driven mostly by adults, with kids involved mostly in property crime....What's been changing is that you have juveniles becoming much more involved in violent offenses, with the use of weapons. If we add to this more babies, you could have a multiplier effect....a mini explosion in violent crime by youth." (Thomas 1).

Attorney General Janet Reno agrees. "Unless we act now," says Reno, "to stop young people from choosing a life of violence and crime, the beginning of the 21<sup>st</sup> century could bring levels of violent crime to our community that far exceed what we have experienced" (Thomas 1). The bomb's fuse is

shortened by the youth gang phenomenon. California authorities describe the youth gang as a "violent and insidious new form of organized crime (Thomas 1).

Heavily armed with sophisticated weapons, (gangs) are involved in drug trafficking, witness intimidation, extortion, and bloody territorial wars. In some cases they are traveling out of state to spread their violence and crime." (Spergel 3).

According to the FBI, "The fastest growing murder circumstance is juvenile gang killings." (Gang Suppression 1). Almost one-third of Los Angeles' homicides are gang related. Nationwide, the rate of violent offenses by gang members is three times as high as for non-gang delinquents (Gang Suppression 9).

Gangs are spreading across the country and are not just limited to major cities. Bernard Friedland, a University of Hartford psychology professor and a violence expert, says, "This is an American problem, not an inner-city problem... It's spreading slowly... On one level it's simple fad imitation... but on

another level the isolation of youth is just as profound in some of the more stable areas as in the inner city." (Puelo 10)

Ed Edelman, a Los Angeles supervisor, said, "Gangs are very mobile today. They don't just stay in one area. They are not just limited to poor areas of the country. They are all over the place" (Gang Suppression 9). The spread of gangs can be attributed to at least three factors. First, parents desiring to protect their gang-culture-saturated children from the hometown gang's influence, send them to relatives across the country. Sometimes this strategy works. Many times it merely helps to transplant the gang culture into a new community. The drug trade has created entrepreneurial gangs which fan out across the country to ply their trade and expand their markets. Franchises of the Bloods and the Crips are now in most metropolitan centers. With their expansion, they have introduced collateral, gang-like violence (9).

Finally, the entertainment industry contributes to the spread of gangs. The gang culture, value system and mentality are sprinkled across the country through movies, "gangsta" rap

music, and even comic books. These cultural amplifiers educate young audiences about gang values and attitudes. They denigrate women, promote exaggerated manhood or "machismo," and glorify violence. They also pass on gang language, symbols, activities, and traditions (Stallworth 15).

According to Darlyne Pettinicchio, a probation officer in Orange County, California "Gangs offer status, and a sense of self-worth. Gangs come from all socio-economical classes, they're of average intelligence and they're capable youngsters. They have very little parental authority. They're usually angry. Their music is violent. Their behavior is violent, and they're into anarchy." (Spergel 9).

Allen Frazier, a superintendent of schools for Plymouth, Connecticut, blames economic problems. "As people have more economic problems in the adult world," says Frazier, "it transfers to the young people as well... the children don't seem to have a place where they are comfortable. In order to seek that, sometimes they end up with the security of a gang... It becomes an extended family which they may not have." (Puelo



11). Life without meaning, hope, and love breeds a cold-hearted, mean-spirited outlook that destroys both the individual and others." (Stallworth 10). "We've got so many kids out there who've lost hope, who believe in only living for today," Says John Turner, chief of police for the city of Mountlake Terrace, Washington (King 2). "They join a gang and get involved in criminal activity because there aren't any people taking them by the hand in simple terms and pointing them in the right direction, giving them self-esteem and positive feedback" (King 2).

Delinquent young people lacking values, conscience or a sense of remorse can easily find themselves drawn to the gang lifestyle. Author James Q. Wilson, believes that modern society with its "rapid technological change, intense division of labor, and ambiguous allocation of social roles, frequently leaves some men out, with their aggressive predisposition either uncontrolled or undirected. Gangs are one result" (Wilson 175).

Emotional attachment is formed by quality of the relationship and

Children need an enormous amount of on-line parental time, love and attention to develop a conscience and a strong core sense of self. If they miss out on sufficient maternal nurturing, they grow up with father hunger, and they may experience anger and even rage. According to the late psychoanalyst Selma Fraiberg "Violence may spring from "the disease of non-attachment" (qtd. in Bowlby 174).

According to Bowlby, attachment behaviors are observed in all cultures throughout the life span. By attachment, Bowlby refers to those interpersonal behaviors that allow a person to gain proximity to another person who is thought to possess the ability to cope with the world. The biological basis for attachment is the urge or instinct to survive and seek protection during the vulnerable stages of infancy and early childhood. Because mothers and their infants experience birth together, mothers are usually the persons with whom the most immediate attachment bonds are formed. Biological dependency can foster strong and mutually rewarding emotional attachment. Emotional attachment is defined by Bowlby as the behavior and

feelings that are expressed by two people when they engage in mutual care seeking and care giving (Bowlby vol. 2: 177).

Consistency in physical and emotional attachments allows infants and children the security needed to take risks such as meeting and relating to new people and exploring new places and things. When emotional bonding is lacking it is understandable that relationships at school or the workplace would be difficult. Those individuals who lack security are fearful and anxious when exposed to unknown people and conditions. When faced with challenging situations, they may aggressively demonstrate angry behaviors or passively comply in a state of emotional numbness. Without the support and nurturing of caregivers, children may become irritable, frightened, helpless, and depressed. They feel lost, unable to trust themselves or others. Their withdrawn and angry behaviors could be interpreted as reactions to weak or limited attachment (Bowlby vol. 2: 189).

Bowlby cautioned that contemporary society often places a greater value on producing material goods than on efforts to

raise secure and well-nurtured children (Bowlby vol. 1: 203).

In effect our society has normalized the condition of parents giving children less time and energy than is needed to fulfill their social emotional, and physical needs. A major issue for counselors is whether or not their interventions can effectively assist people who have attachment disorders to improve their interpersonal skills (Eagle 23).

Self-esteem is part of the human value system. A child's self-esteem is influenced by their perception of themselves and their ability to master the circumstances in their life and by their feeling of being positively valued by their parents. Those perceptions are what molds expectations of himself or herself. A good relationship with both parents is important to the child's happiness (Fishel 86).

Children need a sense of family. Somewhere along the line our values have gotten muddy. As a society we have to accept the fact that the most important job we have as human beings is preparing the next generation for their future as parents and spouses. Child rearing is the number one job that



we have. We are not doing that job as well as we should be. Children may be only 25 percent of our population, but they are 100 percent of our future. We must change our focus. When couples look upon their children as boring, redundant, or demanding they often throw themselves into their work to avoid them. They are literally failing their children by misprioritizing their lives. Child rearing is not self-sacrifice. Raising a child is a meaningful and rewarding occupation (Leman 16).

Indeed, there are difficulties in child rearing, but we are not talking about widgets here; we are talking about human beings. We have to get back to fundamentals with regard to the family. There are certain responsibilities and accountabilities couples must accept. If you, as a couple, are not committed to the long-term responsibilities that parenting requires, you should not have children. It's as simple as that. Parents have a choice. The children do not. We also need to watch the signals we send to our children. When a mother says, "I'm feeling stressed because I have to work," she is making it sound as if work is not fun, that it is in fact hard, and that she isn't happy. A

much more encouraging signal would be: "Mommy has an exciting job she has to get finished tonight, but I'll be able to spend time with you tomorrow." Then guard against those "tomorrows" running together into weeks, making the children feel inconsequential compared to the job (Richards and Schmiede 279).

The Crisis Management Group, Inc. reported that violent crimes, suicide, serious accidents, and corporate upheavals are increasingly common occurrences in the modern workplace. But nothing can prepare individuals, or the organization that employ them, for the staggering physical, emotional, and fiscal toll such trauma inflicts on victims, survivors, or eyewitnesses. The cost to victimized employees and their organization is immense in terms of physical harm, stress, lawsuits, and loss of productivity. It is estimated that workplace violence resulted in four point two billion in lost productivity and legal expenses for American Business in 1992. Supervisors, managers, and human resources staff need to be trained to recognize the early warning signs and respond appropriately to behaviors and



## CHAPTER III

### Selective Review of Literature

The purpose of this study has been to explore the relationship between the dysfunctionality of today's youth and the conflict those individuals will create in the manager's of tomorrow's workplace. At the moment, nearly two thirds of the families in the United States are two income families (Wojahn 65). Most families, now and in the future, will need two incomes to maintain an adequate lifestyle. "Child care will be a necessity not an option "(Gage and Mitchell 174).

Most of us however, are fully, sometimes painfully aware that we are in the midst of total chaos. We are seeing the fundamental transformation of our lives at work and at home, with no letup in sight, and no end to the cultural and economic upheaval. Fifty years from now a new world will exist. And the people born into that world cannot even imagine the world in



which their own grandparents were born. Our age is in a period of transformation.

Studies by DeMeis found that the relationship that a woman has with her father from childhood has a substantial bearing on how she values the maternal role. Also, the higher educated a woman is the less interested she is in the maternal role. These studies lend credence to author Angela Browne Miller, whose studies reveal that 75 percent of all mothers with children under the age of six work outside the home. And, according to authors Gage and Mitchel in 1992, it was estimated that two out of every three mothers worked outside the home, this fact has contributed to the cause for daycare concerns (Bowlby vol. 1).

The Census Bureau stated that about 70 percent of American infants are in full-time non-parental care. With our current value system we may endangering our youth ultimately our future generation. With the lack of parental care comes the concern over the "attachment theory", which states that children who receive less than twenty hours per week of non-maternal

care in the first year are at a higher risk for developing insecure attachments to their mother than those children whose mothers are home either part-time or full-time. Some other factors that have been contributed to the "attachment theory" are: disobedience to adults, aggression towards their peers and poor academic and social skills (Bowlby vol. 1).

Another major study on the dysfunctionality of today's youth was done by Professor Andrew J. Cherlin and his colleagues at Johns Hopkins University. This study dealt with the effects of divorce on British and American children. His research showed that children of separated or divorced parents had more behavior problems and performed more poorly in school than those children whose parents remained married. Studies indicated that boys are affected more than girls, because boys externalize their anger through misbehavior. Many studies have been done on the immediate effects that divorce have on the children, but Eccles and Barber have researched the long-term effects, and according to them, if children are informed about the marital problems throughout the

divorce, the child will feel less self-blame. But, if children are left uninformed, the child's fears will cause silence or denial (Eccles 112).

The obstacles that children face today can sometimes be insurmountable, and it is during all the crisis times that we as parents must protect our children from external influences. Due to the lack of parental existence or parental control an opening for the negative influence of gangs can develop. We as parents must be there for our children and instill a sense of worth in them.

Studies have shown the need for change not only in the parent role but in the role of managers who will be confronted by these products of two-incomes, daycare, divorce, and influences in tomorrow's workplace.

Just a decade ago managers focused on processes, products, productivity, and planning. They were either cops or organizers, assigning tasks and making sure employees followed the rules. Their word was law, and they ruled with an iron hand. When the manager showed up at your office it was

the equivalent of the highway patrol pulling up alongside your car. But no more. They have gone from being cops to coaches.

Today's managers understand that whatever products and services their companies may produce, they are essentially in the people business. As coaches, the new job is to develop healthy functioning individuals within the organization. That means an employer must motivate employees to be excited about change, overcome employee resistance to change, and create a culture where innovation flourishes.

The ultimate objective would be to motivate the employees to work efficiently in achieving the goals of the organization. This will be attained by honest and open communication and a constant flow of information between management and employees, which ultimately involves them in decision making processes. Through employee development comes the ability to accomplish these tasks to affect the proper results without supervision. Increased experience and



knowledge are gained through education, training, and time spent on these tasks and responsibilities.

An open working relationship with upper management, peers, and subordinates lends itself to the overall flexibility of communicating and working with others. This open and honest communication, however, does not preclude sensitivity to others and their contributing ideas.

So as a result, the organization within the company becomes more like a family in which people have equal opportunity, equal decision making abilities and equal responsibilities for the success for the endeavor.

Consequently, when the employee takes full responsibility and is the author of change within the company there is always a sense of empowerment and reward in that organization as a whole. The impetus of these changes can come in the form of employee committees, task forces, and the input that employees have over influencing managerial decisions.

The forces driving the major changes are many and varied including two-income families, daycare, divorce, and the external opportunities and influences that invade our society. The world has become too fast and too complex. In many ways, we are at a turning point.

With careful working relationships these reforms will...  
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...underlying characteristics...  
...and through...  
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The manager of tomorrow must...  
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## CHAPTER IV

### Discussion

After reviewing the literature this author is convinced that a child's self-image and self-esteem need to be nurtured and enhanced every step of the way. While we know it is important to do this in any family, it seems especially so in two-income families, single parent families, and divorced families, since everything about the situation conspires inadvertently to undermine the child's sense of self-worth.

What kind of working adults will these children become? Clearly their behavior is likely to span the spectrum, but certain underlying characteristics may emerge. These characteristics are the major concerns in tomorrow's workplace.

The manager of tomorrow must be equipped to handle effectively the dysfunctional employee of the future. These healthy working environments will have two essential characteristics: trust and caring. People need to trust the

manager and the environment, and they need to feel cared about and acknowledged. In organizations where management treats its workforce with respect and understanding, tells the truth, and keeps its word, employees are more positive about their role, open to innovation, and more engaged in the change process.

Trust emerges from relationships characterized by honesty, integrity, and reliability. In fact, these are the very words people use to describe a person they consider trustworthy. Caring comes from treating individuals with respect and empathy, and acknowledging their efforts and contributions. Making employees feel that you care about them is a core skill that managers must acquire. It is an essential part of the managers job, not an afterthought. Managers should make them feel that they are considered meaningful.

Caring is a soft concept that many in the tough business world disparage as cornball or naive. Caring is for teachers and social workers, not lean, profit-driven, corporate machines. And caring is too simple, too basic, to carry much intellectual



weight. But in a world where businesses are modifying their mission statements annually, caring may be the single best soft concept organizations and managers ever used.

Employees do not cooperate when they do not feel cared about. Changes are generally met with suspicion and halfhearted compliance. Low-caring companies fail to create a reservoir of goodwill to draw on when the going gets rough.

Employees feel disconnected or resentful and will often sabotage the company's efforts. Organizations where workers feel alienated are plagued by absenteeism and lateness.

Many organizations are providing professional help to their employees through an Employee Assistance Program, or EAP.

Many EAPs come about because of the need to control substance abuse or mental health cost. The impact of the EAP on health costs can be measured more easily than can savings related to productivity. In addition to reducing inappropriate health care utilization and time lost on the job seeking care, an EAP may prevent: reduced productivity, high turnover, employee theft, litigation, lost business. An EAP can be a

neutral, outside source to help managers solve performance problems. As Stipek and McCroskey stress

More policy-relevant research would help policy-makers make decisions that benefit families and children without undermining the stability of government and business. Given the current structure and needs of families, there is little danger of government policies supplanting the responsibilities and prerogatives of parents. But the absence of well considered and well informed policies that support parents in their efforts to raise healthy, productive children will do serious damage to the very institution that we count on to raise America's children (Stipek & McCroskey 423).

For managers accustomed to working with numbers and hard facts, this "soft stuff" can be unnerving and difficult to deal with. It is the soft stuff that is the hard stuff, but its the soft stuff that makes the difference.

What is required is nothing less than reinventing of the workplace. We must change the structure, the compensation

system, the pecking order, the hierarchies so as to better fit the needs of workers who must utilize all their brain power, creativity, and courage in order to tackle the problems of surviving and thriving into the next century. As this author sees it, we are on the cusp of throwing out all our old notions of how to organize people and tasks around work. We are on the cusp of transforming the workplace.

Dealing with the true cause of a problem in the workplace often involves understanding and fostering attitudinal changes in management. When you talk about attitude or mindset, you are not just talking about "positive attitude" or "negative attitude." Positive and negative attitudes make up just a small part of the overall attitude, mindset or state of mind. Our general mental and emotional well-being, self-image, self-esteem values, beliefs, and feelings about our family, job, world, and our place in it all affect our state of mind. An individual's performance is directly related to his or her state of mind, performance, which can often be measured. An effective mindset creates good performance and desirable results.

Much of American management does not seem willing or equipped to address directly what are often the real issues in their employees' minds: marital problems, financial problems, daycare problems, and child rearing problems. Employee's personal problems do not just go away during working hours. Employers and society in general need to realize that it is the pay-now or pay-later plan. Similar to fixing an assembly at the very end of the manufacturing line, the longer you wait to resolve the issue, the more you have invested in the problem and the more expensive it is to deal with. Management needs to deal with problems head-on at some point.

Managers cannot hope to overcome or overpower problems simply by instituting new programs, systems, or policies. Certainly system and process changes are important, and if the systems and processes are outdated or are not effective for any reason, even a shift in attitude is not going to allow the company to function as well as it can.

The fact is that company's performance is linked directly to the attitudes of its people, and managers can create an



environment that supports and enhances the self-image of the employee. As employees truly feel better about themselves, their attitudes naturally change for the benefit of all. As people alter their behaviors and better understand who they really are and that they are okay just the way they are, they naturally let go of the need to protect themselves. This awakening and personal renewal releases tremendous discretionary energy that can be utilized for the benefit of others. This is a natural growth process that can be expedited dramatically by the manager.

Businesses and their managers are searching for new and better ways to improve the work environment. Progressive companies are pioneering new ways of managing and leading, but most companies continue to struggle with old-line bureaucracies and top-down management styles that are increasingly out of step with today's business world.

The author sees signs of a turning point in the clash of fundamental management philosophies, old and new, the philosophy of control versus the philosophy of empowerment.

Control is the heart of hierarchy; empowerment is the essence of teamwork. Managing effectively is a tough job because it demands high levels of intellectual and emotional development.

Living in the fast lane produces enormous stress, which eventually affects health and productivity. Stress-related health-insurance claims by white-collar workers soared 700 percent in the eighties. Still, many people seem willing to pay the price. Disabilities and accidents caused by stress due to speedups have already cost US industry \$100 billion a year, says Richard Riordan in his highly acclaimed book Stress and Strategies for a Lifestyle Management (Riordan 6).

Gone are the days when companies offered lifetime employment. This concept is disappearing and it is not clear what relationship between employer and employee is rising to replace it. Employees are now wanting more from their work life than long hours and no job security and this is by no means confined to middle managers. In order to prevent a competent employee from transferring his or her expertise to a possible competitor, companies must now provide the worker with

opportunities to increase or broaden their integral skills and further educate themselves within their field.

An alternative to the traditional management/employee relationship is the emergence of the employee owned business. Here the worker becomes an indispensable element of the revolutionary new workplace. This new work environment is befitting the new generation of employee, who tends to be more entrepreneurial. Contrary to the opinions of the more traditional management, the new generation employee can be more productive once the rigid barriers and inflexibility are abolished.

Michael Maccoby, a psychologist and president of The Maccoby Group, speaks to the change in values among both women and men toward what they now want from work. He terms these "new generation values" which "focus on gaining independence and opportunity for self-development. The new generation struggles to create a balanced life, sacrificing neither work nor family" (Maccoby 58). Maccoby goes on to say that traditional managers may not see these new generation managers as loyal or committed, but their

productivity often exceeds that of traditional types. They do not necessarily seek promotions or aim for top positions, but for lateral transfers that "prepare them to start or join entrepreneurial businesses" (59).

The values Maccoby describes are not literally confined to the "new generation," that is, managers under age 30. Increasingly, as middle managers wake up to the fact that the fast track and paternal employers are gone, the notion of a kinder, gentler life-style is gaining some appeal (Maccoby 112).



## Appendix 1 Life Cycle

### MARRIAGE COUPLE

1. I will be a good father/mother.

2. I will be a good partner.

3. I will be a good friend.

4. I will be a good neighbor.

5. I will be a good citizen.

#### Love Child

1. I will be a good person.

2. I will be a good student.

3. I will be a good friend.

4. I will be a good neighbor.

5. I will be a good citizen.

#### Love Child's Love Child

1. I will be a good person.

2. I will be a good student.

3. I will be a good friend.

4. I will be a good neighbor.

5. I will be a good citizen.

#### Love Grandchild

1. I will be a good person.

2. I will be a good student.

3. I will be a good friend.

4. I will be a good neighbor.

5. I will be a good citizen.

6. I will be a good grandchild.

### MARRIAGE COUPLE (Continued)

#### Love's Love Child

1. I will be a good person.

2. I will be a good student.

3. I will be a good friend.

4. I will be a good neighbor.

5. I will be a good citizen.

6. I will be a good grandchild.

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50. I will be a good grandchild.

Source: Robinson, Bryan E., Debbie F. Rowland, and  
Nick Coleman. *Being A Good Kid*

## Appendix: 1 Life Cycle

### YOUR LIFE CIRCLE

#### Area 1: Your Child

- \_\_\_ 1. "I carefully plan time into my day to be with my child."
- \_\_\_ 2. "My child and I are as close today as ever."
- \_\_\_ 3. "For fun, my child and I choose activities that we both enjoy."
- \_\_\_ 4. "There is a mutual degree of respect between me and my child."
- \_\_\_ 5. "My child and I negotiate house rules."
- \_\_\_ 6. "I provide my child with an abundance of praise."
- \_\_\_ 7. "My child is an independent thinker."
- \_\_\_ 8. "My child is good at solving problems that arise when at home alone."

**TOTAL  
CHILD SCORE**

*Add the numbers in the blanks and write your score in the space to the left.*

#### Area 2: Your Family

- \_\_\_ 1. "The members of my family are good communicators."
- \_\_\_ 2. "The members of my family are supportive of one another."
- \_\_\_ 3. "The members of my family share household responsibilities equally."
- \_\_\_ 4. "My family has a positive outlook on life."
- \_\_\_ 5. "The members of my family are free to be whoever they want."
- \_\_\_ 6. "My family plays together regularly."
- \_\_\_ 7. "My family has deep spiritual beliefs."
- \_\_\_ 8. "My family is good at facing problems head on."

**TOTAL  
FAMILY SCORE**

*Add the numbers in the blanks and write your score in the space to the left.*

### YOUR LIFE CIRCLE (Continued)

#### Area 3: Your Work

- \_\_\_ 1. "My work and family life are in perfect harmony."
- \_\_\_ 2. "I have interests outside my work duties."
- \_\_\_ 3. "I rarely socialize with my work colleagues after work hours."
- \_\_\_ 4. "I enjoy my work today just as much as ever."
- \_\_\_ 5. "I work overtime only on very special occasions."
- \_\_\_ 6. "I am able to leave work at the office."
- \_\_\_ 7. "I am good at organizing my work time."
- \_\_\_ 8. "I say 'no' to extra duties that take away my personal time."

**TOTAL  
WORK SCORE**

*Add the numbers in the blanks and write your score in the space to the left.*

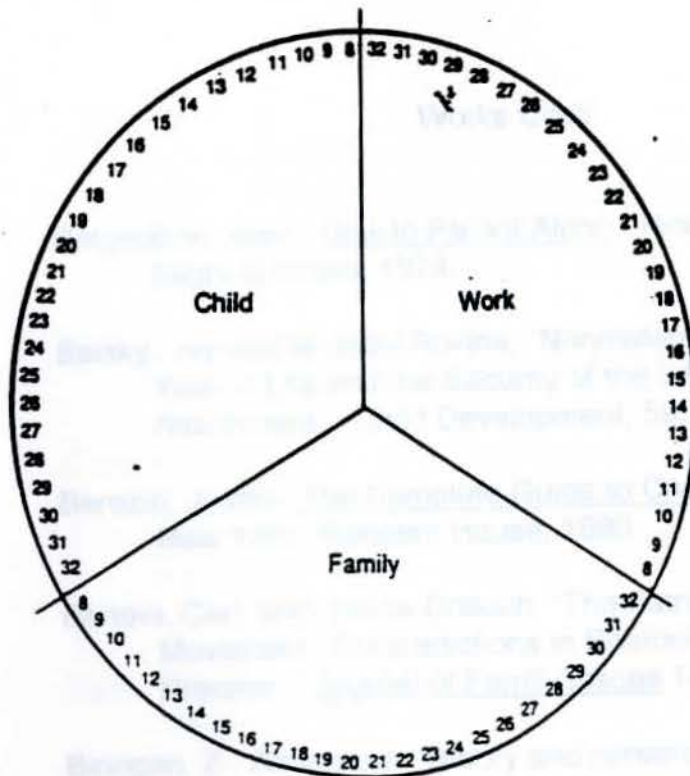
**Scoring:** Your life circle (figure 5-1) is made up of three parts: (1) your child; (2) your family; and (3) your work. To see how well you are balancing your life circle follow these steps:

1. Place an "X" over the number on the "child" part of the circle that matches your "TOTAL CHILD SCORE." Then darken in the "child" part of the circle up through the number on which you placed an X. For example, if your "TOTAL CHILD SCORE" is sixteen, then put an X over the number sixteen in that part of the circle marked "child." Then darken in the "child" part of the circle between eight and sixteen.
2. Repeat these steps for the FAMILY and the WORK parts of the circle.

**Interpretation:** To assess the balance in your life, look at your circle. What part of the circle is most complete—the child, family, or work area? This is the part of your life to which you devote most of your energy. Is there an area of the circle that is less complete than the others? This is the part of your life that needs more attention.

Source: Robinson, Bryan E., Bobbie H. Rowland, and Mick Coleman. Home Alone Kids

## Appendix: Life Cycle



YOUR LIFE CIRCLE

Knowing the balance in your life is the first step to developing an action plan. You function best when you are able to juggle the interests of your child, family, and job. Without this balance you may find something missing or find yourself under stress. Taking time to develop a balance between all three areas of your life circle will ensure more harmony at home, at work, and at play.

Before looking at ways to do this, it will be helpful to consider some of the unique challenges facing parents with home-alone children. Knowing you are not alone in your concerns will make the following suggestions more meaningful.

Source: Robinson, Bryan E., Bobbie H. Rowland, and Mick Coleman. Home Alone Kids



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