


Values in life pdf

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Brian Levy and Lisa D'Annolfo Levy, 39 and 36, of Woburn, Massachusetts After the birth of Skylar, software engineer Brian Levy decided to downshift his career and work only four days a week. His wife, Lisa, is currently pregnant with the couple's second child, cutting her job as well. They may have less property as a result, but they have an abundance in their lives - an abundance of time, security and flexibility. Jeffrey Lutzner and Jessica DeGroot, 39 and 39, Philadelphia Some women imagine their weddings, dreaming like kids dresses that they will wear or their first dances. Jessica DeGroot has spent years imagining her marriage - how she and her husband can combine professional achievement with active parenting. The result? A marriage that checks the rules and pushes the envelope. Roger Mummert and Robin Mummert, 46 and 46, Syosset, New York It's a pivotal role that makes a lot of sense, but it takes a lot of confidence to pull off. Roger Mummert has been a work-at-home dad for the past 10 years. Meanwhile, Robin Mummert pursued an accelerated career in the fashion industry. Both appreciate the roles and responsibilities that the other have taken on - and both are a little jealous of each other. Jessica DeGroot was born in 1961 into the family that formed the foundation of American society. Her father was a doctor and researcher. As she remembers, he left every weekday at 7am, returned at 7pm and then retired to his office after dinner to pore over medical journals. Her mother raised five children, ran a household and volunteered in the community. These were the usual design specifications for most marriages back then. My husband went to work. The wife stayed at home. Not all couples adhered to the formula, of course, and not all married. By 1961, however, a single family had become the supposed norm, rigidly embedded in the formula of how the world works. Then, without much warning, everything changed. Over the next three decades, women panicked in the labour market, punctuating and strengthening one of the most decisive cultural transformations in history. Suddenly, men were not only married to women; they were married to colleagues. By 1997, both parents were working for a fee, either full-time or part-time, in two-thirds of marriages, compared to about 35% of marriages when DeGroot was young, according to an analysis by the University of Chicago. Imagine the opportunity promised by such upheavals. This change has freed women from considering new roles and pathways in society. But it also freed marriages from their old definition - from any definition. As women were released from home to work, men were theoretically relieved of their old breadwinner duties. Men can do household chores and engage with their children - or feel guilty about not doing so. The structure and strategy of marriage suddenly open to rethinking. But it's clear today that for all the rhetoric about new gender roles, the ghosts of the past generation still persist. Yes, men cook, and women run marketing departments. However, polls consistently show that husbands' careers continue to take precedence over their wives' careers and that women still rule at home. Employers fill the manuals with family policy, but when it's crunch time, married workers are pushed into action, as if it were 1961, and still had a wife at home. Through politics and culture, the workplace confirms the old gap between men and women and, consequently, between work and life. We live in a semi-changed world, says Cornell professor Phyllis Moen, 58, who has studied working couples for 20 years. Thus, for most people the reality is that in the absence of public support, marriage has simply become more complex, more stressful and more difficult. It's harder to stay sane when you have to negotiate two lives, two careers, and childcare or elderly parents - not to mention an intimate human relationship. Even worldly solutions become opaque and multi-layered, like a 3-D chess game. Do you have to work late tonight? Well, who's going to pick up the kids, make dinner and wash it? Can this marriage be changed? Re-enter Jessica DeGroot. Now 39 years old, she is an activist, feminist, mother and wife. Her Young ThirdPath Institute, a nonprofit based in Philadelphia, aims to change the way people think about marriage, family and the workplace. As a society, she believes we are on a completely wrong path, allowing an archaic workplace to dictate rules. DeGroot wants to help couples come to terms with their values and priorities by pushing them to blow up old boundaries and explore the release of alternatives. In seminars and publications, she urged husbands and wives to set out innovative plans for themselves. It forces them to start rethinking their own work and helps them develop community support that will make new solutions sustainable. In an ideal world, she imagines men and women would not work in separate fields. They will enjoy truly egalitarian marriages, sharing both the responsibility and the reward that comes with taking care of others. They will be equally dedicated to meaningful careers, and they will have equal opportunities - because employers will appreciate and take into account the fact that both men and women have responsibilities outside of work. But it's in an ideal world. It's a long way off. At the same time, DeGroot will help couples push on the edges of the imperfect world. It will help them to imagine new rules. We're not asking for moons and stars, she says. We're just looking for something that makes sense. And we don't want to wait for corporate America to change on its is the high point of my day. It's a sunny September day, and Roger Mummert padding down his driveway in shorts and barefoot. This is Vinnie, the postman. Vinnie and I can talk for four or five minutes. There's Vinnie, and the guy from UPS and sometimes the FedEx delivery man. There is a school bus driver who shouts today: I wouldn't let her go without giving me a smile as Mummert's daughter Lily, 8, grimly disembarks. Mummert, 46, has been working from home ever since he was fired from his job at a publishing company. Writer and owner of the communications business. He publishes reports on economic and social trends for producers and trade associations, and writes about food, wine and travel for magazines. Sometimes he makes radio and television appearances. But all this, he notes, is limited to responsibility for meetings with school buses. For the past decade, Mummert has also been a stay-at-home dad, a primary lily tutor and her sister, Sophie, 11. His wife, Robin, works full-time as a sales manager at a New York fashion accessories company. I've been working from home for 10 years, says Roger, and I haven't missed anything. Well, I missed one spring concert and I still feel a sense of loss about it. He smiles, but he's not joking. He was once the only person in PTA breast cancer awareness night. Every winter he holds a latke-festival for 100 friends. I was there for Scratched Knees. I was part of the children's life at school. It was wonderful. But in the last two years, he continues, I have begun to anticipate another arrangement. Every once in a while when I get stuck in traffic between Hebrew lessons and dance lessons, I think it would be nice to be somewhere else. I have a huge itch to get out there to get on the road. I worry that maybe I missed the boat with my own career. There are opportunities that I have only a feeling and that I haven't really gotten explored. I am very happy to participate in the upbringing of children. But at the same time, I have the ball and the chain here. Someone has to meet these buses. Robin has his regrets. She has been working in the fashion industry for 20 years. She loves her job and she prides herself on her ample salary, which, among other things, made possible the recent renovation of their home in Syosset, New York. What we have going on sounds like the perfect setup, and that's it, she says. I'm lucky my husband takes care of our children. But I'm jealous. I envy that Roger is there with them all the time. Schools have features at 11:30 or 1pm, so I miss things. Our daughters say, Mom, why can't you take me off the bus? Or why can't you work at night like other moms? It's hard to accept. He's an amazing father. He's very involved in the community that I don't think I would be. He does football and PTA and driving. And it all makes me crazy. Sophie recently sought help with homework: an essay about maxim: life is balance. In response, Robin described her own balance. From 10pm to 6am, I said I'm Robin - but I'm asleep. From 6 a.m. to 7:22 a.m., I'm a mom. I'm going to be a mommy until I get home at 5:00, and then I'm a mom till 9 p.m. It's very hard to be a mom one minute and a career mom the next minute. And Dad reportedly doesn't fit into that schedule. What about time for him? Or for me? Professional Personal Jessica DeGroot and Jeffrey Lutzner first met at a friend's party house on 22nd Street in Philadelphia. She was 26 years old and worked in childcare. He just dropped out of Temple University Medical School. On the dance floor, he joked about the tiny purse she was carrying, but he admired her looks and her dry sense of humour. She was impressed when he made three dishes without a cookbook on their second date. I thought, Hmm, that's pretty interesting. She smiles now at the thought. To understand DeGroot's agenda for the ThirdPath Institute, look primarily at her own marriage. Of course, this is not a standard arrangement: for 10 years, she and Lutzner, both 39, have developed and built an alliance that seems to share equally - explicitly and self-consciously so. Marriage inspires DeGroot's work, and her work fuels marriage. Together they are the work of her life. Some women imagine their weddings, dreaming like kids dress that they will wear and the music they will dance. DeGroot had been imagining her marriage for years. As a student at Hampshire College in the early 1980s, she wrote a senior dissertation that was based on interviews with working women about the tension between their work and their families. She knew she wanted to work and what she wanted to achieve at work. She also knew she wanted to be an active parent. And she knew she wanted a spouse who would treat her as an equal partner. After the birth of her daughter Jocelyn in 1990, DeGroot enrolled in an MBA program at the Wharton School at the University of Pennsylvania to study organizational change and workforce diversity. It was actually a degree in marriage. It was utterly atypical in Wharton, recalls Stuart Friedman, 48, one of DeGroot's professors and mentors there. To me, it was a sip of something really different. DeGroot realized that the emerging buzz around work and life in corporations was more than just engaging employees and retention. For her, it's about redefining gender roles, demarginalizing the family, and about workplace work. Lutzner also thought about his family future. His vision wasn't as highly evolved as DeGroot's - he was the guy after all. But one of the reasons he left medical school was the prospect of life without life. He knew too many doctors who seemed unhappy. I knew I wanted to be connected to my family, he says. I didn't want to be invisible the way his business father was. I didn't have a roadmap for this, but I knew I wanted to try to figure it out. So they did, developing a strategy that revolved around their overall vision and then changing the process through continuous trial and error. Their main basis: both were free to continue meaningful, paid work, but not a job that came to control. They will be content, in fact, with making less money than they could - and with a lifestyle that reflects that choice. They will share parental and domestic responsibilities equally. They also recognize that things change all the time. Children grow up, career opportunities arise, and all that happens. So over time, the strategy has to change too. Sounds simple, but it's not. Even now, this marriage is a very choreographed dance, with each week requiring careful planning and clear planning. We've had huge fights along the way, DeGroot admits. They visited the family therapist. But we are fine-tuning what we have already fundamentally agreed upon.

Today, DeGroot and Lutzner are both working out of their three-story Victorian home in Philadelphia. DeGroot develops ThirdPath, and Lutzner manages a growing door and window business. They take turns getting Julian, 4, and Jocelyn, 9, ready for school in the morning and they alternate shifts looking after the kids this afternoon. On any weekday, one of them will be open from 8 a.m. to 5:30 p.m., and the other will work about five hours. Most nights, they both return to their offices from 9pm to 11pm, after the children have gone to bed. Lutzner uses the evening clock to email suppliers in the Far East and his production managers in Guatemala or for phone customers on the West Coast. He found out who he could talk to on his cell phone while he was walking his dog or while the dishwasher was working. But more importantly, he realized what tasks could be put off. He understands that deadlines are often imposed on their own. I got better at putting things up later, he says. I ask myself, is it more important to do homework and spend time with children, or get a job? Well, a lot of time, the job can wait. Of course, there are drawbacks to the agreement. But their careers are growing and they are living well enough. They know their children intimately. They found out they were good parents in different ways. Lutzner plays better with DeGroot is better to listen without lectures. Because they spend so much time with Jocelyn and Julian during the week, they don't feel guilty about going out on their own almost every Friday. It's a marriage that checks the rules and pushes the envelope. It is a product of imagination and endless experimentation. But it doesn't have to be unique. Friends tell me I'm lucky because I have a business that allows me to do it, Lutzner says. Well, am I really just lucky? Or am I smart enough to admit that this is how a business can be done? Marriage Vows (II): Convergence Dale Skeen lovingly surveys the backyard of his home in Atherton, California. The drop-dead place is stunning - a perfectly proportioned Tuscan villa plopped into the heart of Silicon Valley, complete with swimming pool, Romanesque statues, flowering trees, and manicured lawn. Summer evening is mild. In a place like this, Skin muses, you can almost forget that there are millions of people outside the gates. Joey Chang joins Skin on the terrace, interrupting his reverie. Where Skin projects a sense of calm, his wife is intense and sociable. Of the two, Chang is much more likely to dominate the conversation or fill the room. She's a very competitive young woman, says Bob Halperin, 72, a Greylock management adviser who has worked closely with the couple. Chang, 48, and Skeen, 46, met at a technical conference 18 years ago. He was a professor at Cornell, she was a researcher at Bell Labs. Both had doctorates in database systems. They dated for three years, meeting each other mostly on weekends, and then agreed to move to California together. They married there on January 1, 1986, the day Chang's Taiwanese mother consulted the Chinese calendar, which was projected to be the most random. In 1985 they helped run Teknekon Software Systems, cashing in when Teknekon was acquired by Reuters in 1994. We learned that when you make your first \$10 million and you don't have to work for a living anymore, you have to face the truth about yourself. What do you want to do with the rest of your life? They wanted to start another company. Together. Without taking a single day off, they co-founded Vitria Technology Inc. Chang became CEO. Skin was chief technology officer. Six years later, Vitria, which manufactures infrastructure software for electronic enterprises, boasts 800 employees and annual revenue growth of 400%. Both Chang and Skin pursue a life where their three shared passions - their company, beautiful design, and each other - blur relentlessly into each other. For them, work and life are indistinguishable, a single, merged sphere. It's not that they only think of Vitria. Although they do not have children and do not discuss the prospect of having them, both consumed reorganizing their weekend weekend Pebble Beach. They love the garden. They read. But all roads seem to lead back to their company. The office is blurred into a house and a house in the office. Chang and Skin regularly hold staff meetings at their home at night and on weekends, and they plan to convert the carriage house into an official conference room. And they don't apologize for their way of life. Work and the house are intertwined, says Chang. We recognize that this is inevitable, so we are not even trying to stop it. What's more, when you build a startup, it's all about passion. What could be better than sharing your deepest passion with your spouse? We are business partners, and we are also married to each other. I feel happy for this. Indeed, they enjoy a rare intimacy. When you work so closely together, you get to see each other's sides that you won't see otherwise. Skin says. You see how superior your partner is. If you have a traditional relationship, your spouse may be a hero in the office, but you never know that. It's a couple that is more emotionally and intellectually aligned than most. They don't compete. Their ego is out of line. They can't imagine anything, they say, but they work together for the rest of their lives. Try this on the Home Consider of your life. What's most important to you? What are you dreaming of? How do you want to spend time? How many achievements, wealth and material things are enough? When you look back on your life at the end, what will you feel like you have been successful? This is the task that DeGroot presents to the couples before each ThirdPath workshop. Sound marriages begin with agreed individual priorities: husband and wife must determine for themselves what they want from work, upbringing and each other. Then they must develop a common vision. They need to come to an agreement, DeGroot says, with differences in their individual definitions of parental roles. What makes someone a good mother or a good father? What about a good worker? Couples should rationalize their competing individual priorities. They have to agree on how they will allocate their time. Guys, don't try to do it at home. Well, well, try it - but know it's a treacherous marital area. Most couples are not used to raising such questions, so mutual discomfort arises when objects arise. Roadblocks occur early in ThirdPath sessions. Some women stumble upon their idea of motherhood, which they equate to the work of the primary caregiver. They are afraid to give up in the house and control parental decisions. And the truth is, they don't really trust their husbands to do the job right. Men stuck in their own rut: While most welcome the opportunity to claim big roles in the home and build strong relationships with their children, they fear they'll be smaller less society if they don't put their careers first. Another stumbling block is money. Couples can appreciate spending more time at home. But doing so at the expense of material comfort can be scary. In this area, husbands and wives often collude with destructive action. Men value their ability to provide economically as a true measure of their value as fathers. And women are worried about the disruption of their husbands' careers, fearing financial consequences. Exactly how couples solve their dilemmas is the issue that permeates ThirdPath workshops. DeGroot asks participants to think strategically - first about their childcare goals and then about their goals for their work. Her message is that nothing is inevitable. At work and at home, we have the power to shape our destinies. Developing a childcare solution is a fairly simple process. DeGroot offers four main models for marriage work and children: a traditional arrangement in which one spouse stays at home full time; a single-parent model in which one spouse works flexibly or part-time; a full-time care system requiring paid care while both partners are employed; and so-called general care, in which both spouses work little less than full-time, each contributing to the care of the dependent and household chores. Figuring out the right model is a question of coming to terms with fundamental questions about time, gender roles and lifestyle. Rethinking the work, however, takes some to do. Many workers who know have the ability to choose where and when they are doing their job. But few workers are able to control the flow of work itself, or organizational norms that dictate the practice of work. What the redesign actually achieves, DeGroot says, depends on tolerance in the workplace and the flexibility of the employee. Employees can telecommut or change opening hours, or they can change the way they work by delegating tasks or working more efficiently. Depending on their status in the job market, they may look for work elsewhere or become their own bosses. Bryant Simon and Anne Marie Reardon from Athens, Georgia, redesign their styles of work on the fly. Simon, 39, an associate professor of history at the University of Georgia, enjoys a job that is extremely flexible. In addition to the 10 hours he spends in class each week, he can do his job at any time. This freedom allows him to take care of his young son Benjamin most mornings. The problem is that Simon himself is less than flexible. I'm kind of a grind, he says. I like getting up with Benjamin - I don't care how early. But at 8:15 a.m., my internal clock switches, and I must start. In the midst of writing the history of Atlantic City, he felt the challenge of changing his nonstop work style in a way that accommodated his desire to remain involved with Benjamin. Ultimately, it's Reardon, 34, who has really reworked her work. Work. she earned more money than her husband when she worked full-time, she reduced her shifts as a pediatric nurse. She also started working at night and on weekends to minimize the time Benjamin spends with the nannies. The arrangement is chaotic and the fault has traveled on both sides, but it serves the family's central purpose. Of course, no solution is perfect, and every option is subject to constant changes. This is DeGroot's last lesson. Priorities change as families and age grow. Work a design that makes sense for a family with babies can not accommodate a family with teenagers. Indeed, Phyllis Moen's research at Cornell shows that men and women work very different hours and have changing priorities as their family profiles change. Perhaps we should see marriage as a step-by-step portfolio of activities. A change of job, a change of household chores, and new personal opportunities are all towed by a husband and wife throughout their lives. But work and life strategies can take into account every new scenario. Ned Corcoran, 43, for example, recently resigned as Massachusetts Deputy Secretary of Transportation for private law practice. Why? By earning a lot more money, he has created the prospect of future flexibility for his wife, Alison, 40, vice president and general manager of Generation I at Polaroid Corp. At some point, she may choose to work less or choose to do something completely different. But for now, combining his two intense, full-time jobs with raising three children has made Corkorance mad. Reardon and Simon are going crazy, too. Like DeGroot and Lutzner, in his own way. Portfolio theory does not eliminate madness. The ThirdPath Institute does not promise quick fixes. Crazy is only part of the deal. Six months before his son, Skylar, was born in 1997, Brian Levy entered his manager's office at Wonderware Corp., where Levy worked for 14 years as an engineer. He asked his manager for two months' parental leave, adding: When I get back I'm sure it will be for four days a week. Levy did not intentionally frame the statement as a request. He waited for objections, but it never came. Rather, his boss welcomed his common sense. Levy, 39, just made his career. Now he stays at home and takes care of Skylar one day a week. His wife, Lisa D'Annolfo Levy, 36, usually works four days a week as well - although she puts in fewer hours and advice on a contract now that she is eight months pregnant with her second child. Like DeGroot and Lutzner, they alternate feeding, bathing, and playing with their son when he's not in preschool age. We're a little weird, says Lisa. We carefully determine our time. If it's not your night to be responsible for You can do whatever you want. But the Leveias think that makes them both best parents, partly because it gives them time for themselves and for each other - a time when they shouldn't be on. Lisa and Brian are well-educated, experienced professionals. They are in demand. Brian just said no to a friend-entrepreneur who was looking for someone of tech for his growing company. Isn't that interesting? Brian Muse. But it's going to get everything off balance. Levy believes there will always be opportunities in the workplace. They also think that more couples could live and work the way they do, given going. But they understand why others don't. What they achieved took foresight and willpower. We are very deliberate about our lives, says Lisa. We've been putting the pieces together for 12 years, ever since they were introduced to the football tailgate party. They have charted their life and career changes months or even years ahead, each time carefully calibrating and adjusting for the consequences. It's not just you, she says. There are trade-offs. In order to work part-time, they lived below their finances consistently and saved aggressively. They are certainly abundant in their lives, but it is an abundance of time, security and flexibility. So they live in a modest house with purple trim on a quiet street in Woburn, Massachusetts (according to the idea that they could afford if they decided to live on just one salary). Most of their friends have bigger homes than they do. Brian would sometimes walk into a friend's house and admire the spacious dining room or in the large workroom. He has to remind himself: I like the way we live. This friend may be more successful financially, but what price did he pay for it all? You have to rethink success. I must say that I too am successful because I enjoy my weekend and because I know how to burp a child. And yet, when the development director left Wonderware recently, Brian decided at the last minute to put on a job. He knew he was qualified and that he could do the job well. He was annoyed when he found out he had applied too late. What bothered him more, however, was the reaction of the manager who was engaged in the search. Oh, the manager said. Your name was never made up. Brian was stunned. Had his part-time schedule taken him that far out of circulation? Was he suddenly less valued? Ten years ago, he was an accelerated 28-year-old who ran 40 engineers. And now? He has mixed feelings about not getting the job. This would force him to return to full-time work, creating tension at home. He wouldn't be happy. However, the supervisor's throw out remark still haunts him. It really bothered me, he says. Can these marriages be saved? Can Jessica DeGroot Save America She dreams of setting up a national network of ThirdPath affiliates to run seminars and deliver publications to help stop the madness. Largely supported by now-private donors and a grant from the Roy A. Hunt Foundation, she hopes the organization will eventually bring in more revenue through workshop fees, royalties and other related forms of income. ThirdPath challenges the intertwined inertia of history and economics. Men and women continue to resist any discrepancy with traditional family roles on the basis of gender, mainly because organizations continue to reward staff members who follow the old way of doing business. And employers see no reason to change the rules until family roles force their hands. Egalitarianism loses in marriage. Women lose. Classic confrontation between chicken and eggs. There are signs of modest progress in the workplace. Perry Christensen, a senior consultant at Boston-based WFD, notes that American Express Co. focuses on building personal goals, including marriage, family and community, into its performance management system. Some teams at other companies have also included employee family priorities in project planning calendars. General Electric Co. has experimented with programs that support husbands and wives who both work for the company. Some scholars also see emerging social phenomena that they believe will help spur change in the corporate sector. I'm optimistic, said Joyce K. Fletcher, 54, a professor at the Center for Gender In Organizations at Simmons College School of Management in Boston. What Jessica was doing was unimaginable 25 years ago. Now society is ready. If there really is a chance to have a career and a family without killing themselves, people want to try. DeGroot believes that there are enough people who want to make changes to spark a shift not only in the workplace but also in public organizations and in public policy. She believes there is a goal to change gender roles and improve our care methods for children and the elderly. She believes there is some big idea that will eventually change society. She also knows that this transformation will take some time, so she has a more modest aspiration at the moment. I just have to get enough people to live this model that people don't look at me like I'm crazy. As for tonight, she's just keen to get lunch on the table. It's her turn to cook. Keith H. Hammonds (khammonds@fastcompany.com) is a senior editor at Fast Company. Contact Jessica DeGroot by email (jdegroot@thirdpath.org). (jdegroot@thirdpath.org). values in life meaning. values in life essay. values in life quotes. values in life by rudyard kipling. values in life in tagalog. values in life by rudyard kipling pdf. values in life as a believer. values in life definition

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