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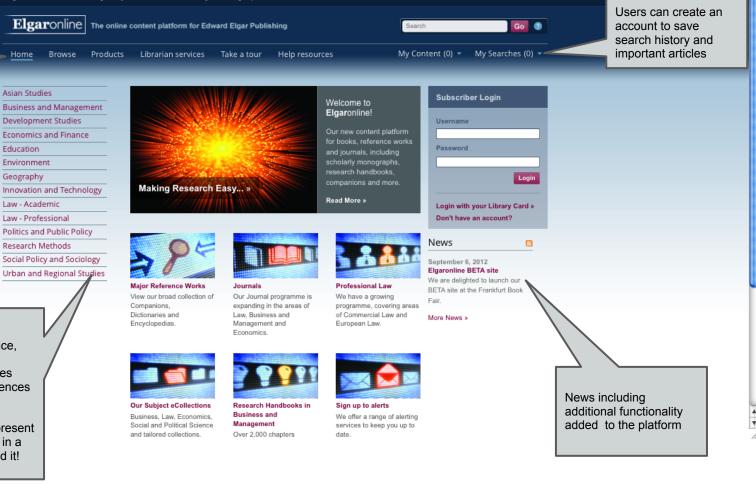
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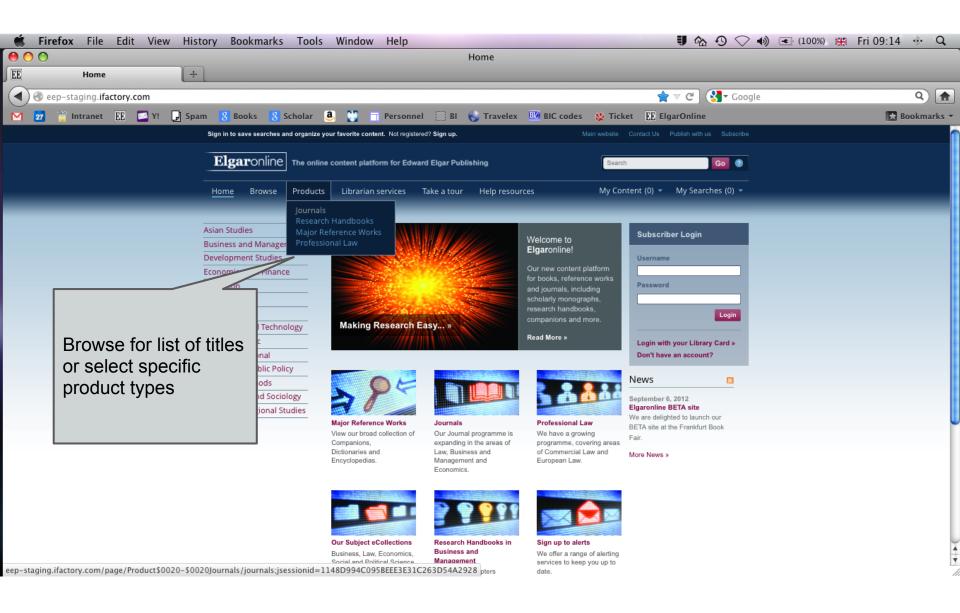
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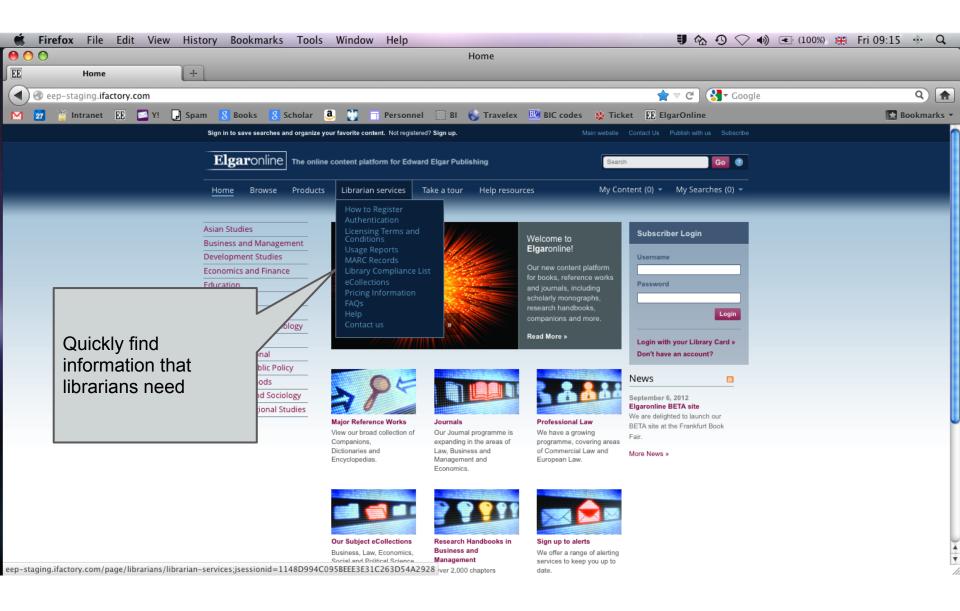


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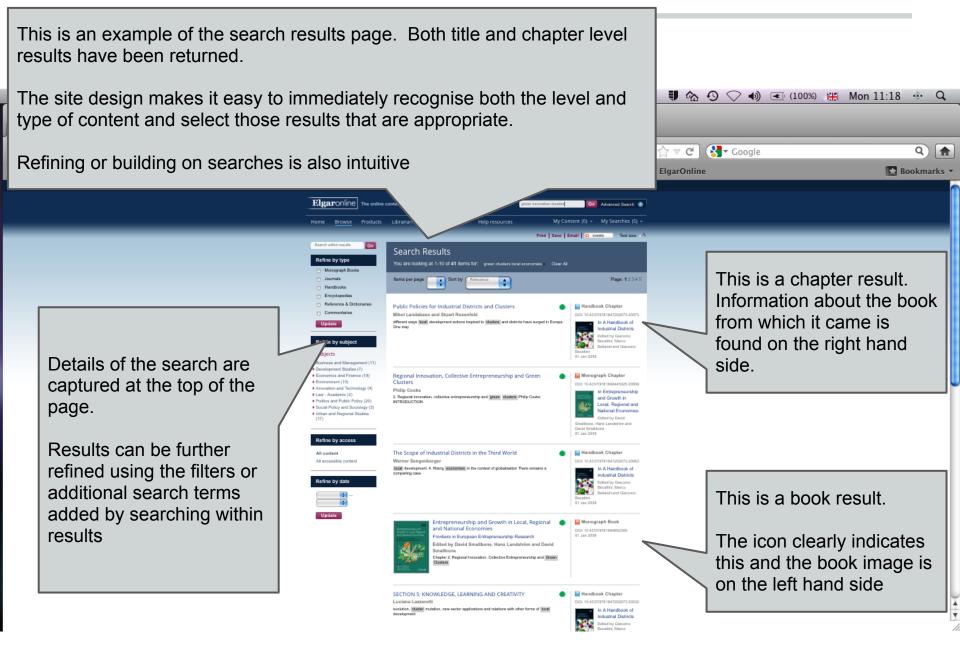
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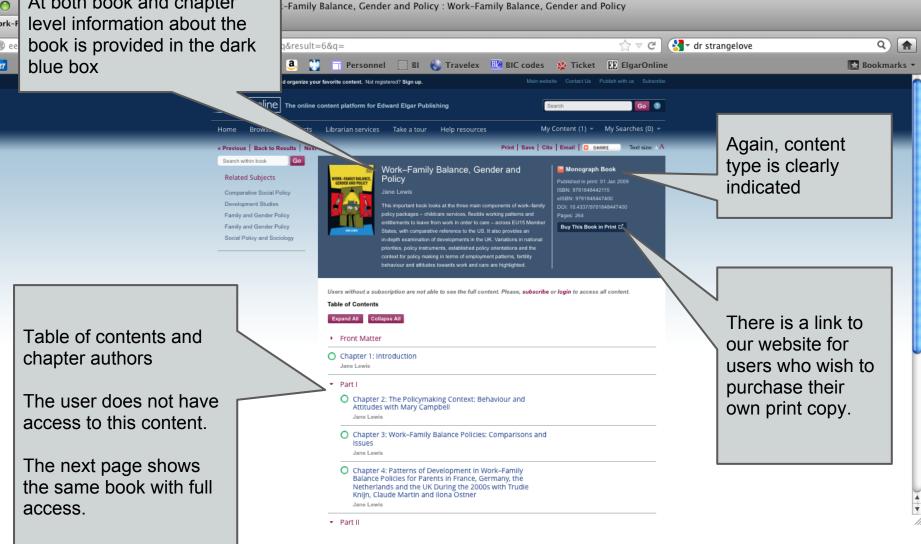




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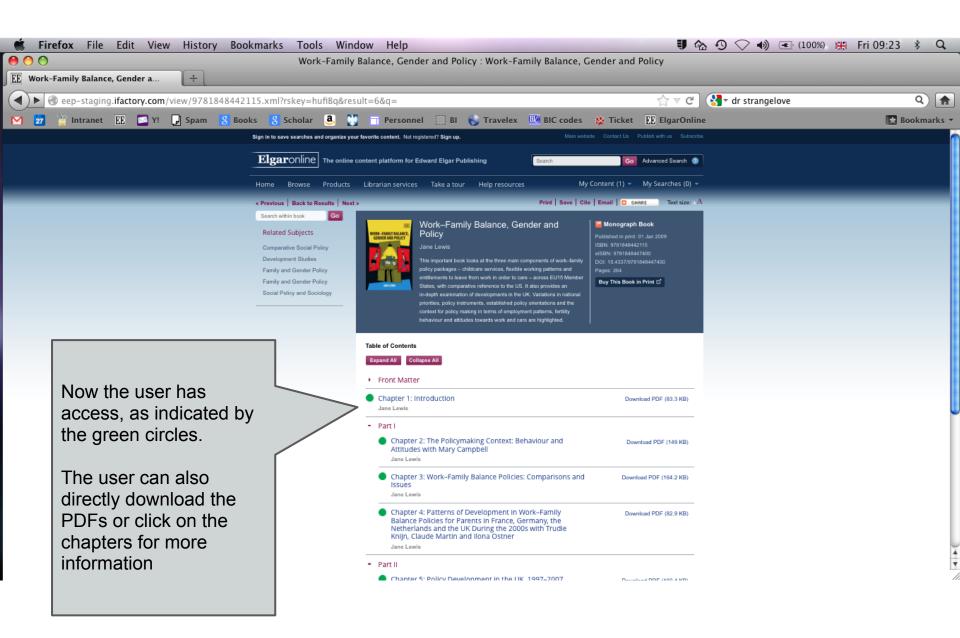
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The book table of contents can be found on the left for easy navigation  Front Matter Chapter 1: Introduction = Part I Chapter 2: The Policymaking Context: Behaviour and Attitudes with Mary Campbell Chapter 3: Work-Family Balance Policies Comparisons and Issues Chapter 4: Patterns of Development in Work-Family Balance Policies for Parents in France, Germany, the Netherlands and the UK During the 2000s with Trudie Knijn, Claude Martin and

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Part II

Chapter 5: Policy Development in the UK,

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#### Related Subjects

- Comparative Social Policy Development Studies
- Family and Gender Policy
- Family and Gender Policy
- Social Policy and Sociology

## DER AND POLICY Jane Lewis

Chapter 1: Introduction

This important cook cook at the error hand componence or work-turn policy packages – childrans enrores, flaxNe working patterns and entitlements to leave from work in order to care – across EU15 Mont States, with comparative reference to the US. It also provides an in-depth examination of developments in the UK. Variations in nations priorities, policy instruments, established policy orientations and the context for policy making in terms of employment patterns, fertily behaviour and attitudes towards work and care are highlight\*

Work-Family Balance, Gender and

#### DOI: 10.4337/9781848442115.0009 Pages: 22 total Category: Monograph Chapter

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Monograph Book

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Pages: 264

Subjects: development studies, family and gender policy, social policy and sociology, comparative social policy, family and gender policy

#### Extract

Jane Lewis

Paid work and care work are fundamental to the lives of adult family members and it has become increasingly difficult and onerous to manage successfully a job alongside care for dependants in the context of rapid and dramatic family and labour market change. Men and women must juggle the competing demands of work and family and many commentators have documented the overspill of stress due to work-family imbalance into both the workplace and, more often, the family. The problems of balancing responsibilities are not the same for both sexes. Women and, during recent decades, mothers in particular, have increased their participation in the labour market greatly, but men have not increased their participation in unpaid household work to a matching degree. The issue underlying work-family balance is that of the gendered divisions of paid and unpaid work, which has also long been a fundamental source of gender inequalities. Public interest in work and family balance policies has expanded significantly in recent years. From the policymaker's perspective, the issue is the extent to which state intervention in helping family members to balance work and family responsibilities is justified. If a case can be made, there is the further issue as to whether more effort should go into targeting the work or the family side of the equation, and what form policy should take. The provision of childcare, the possibility of taking leave from work to care for dependants, and the development of more flexible working patterns on the job have...

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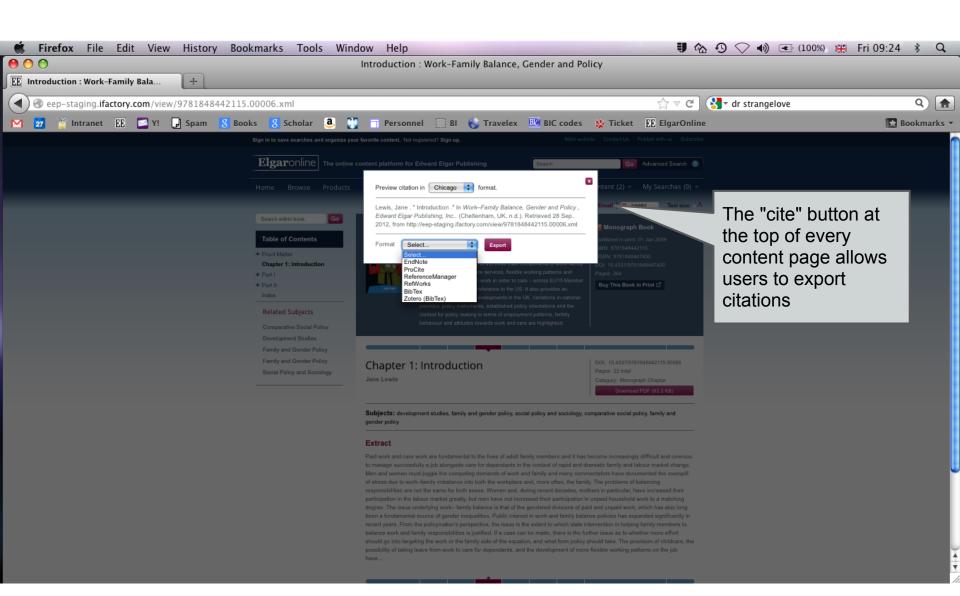
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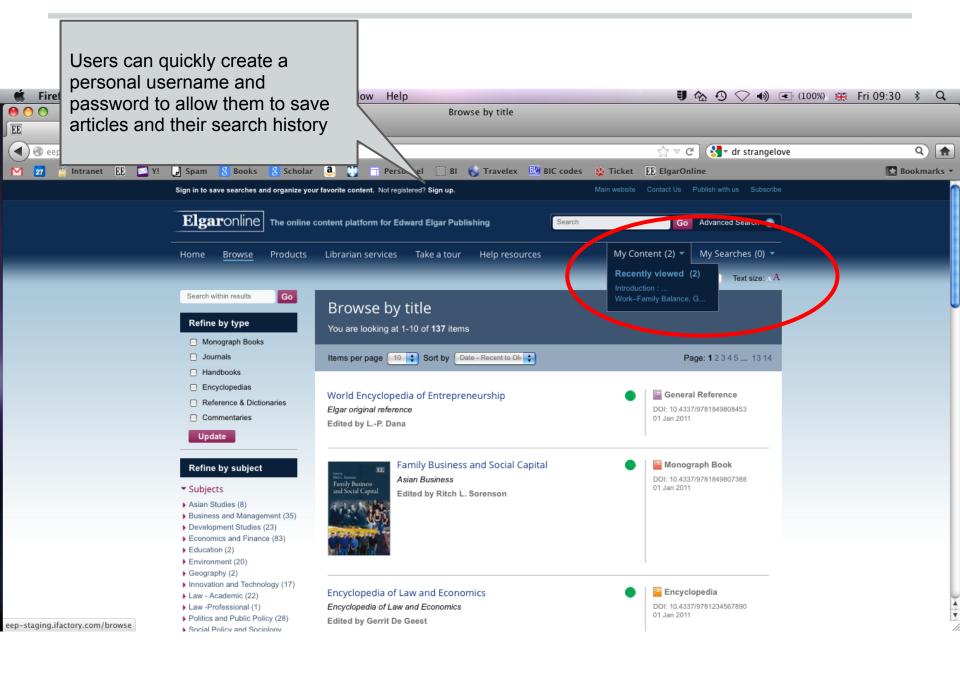
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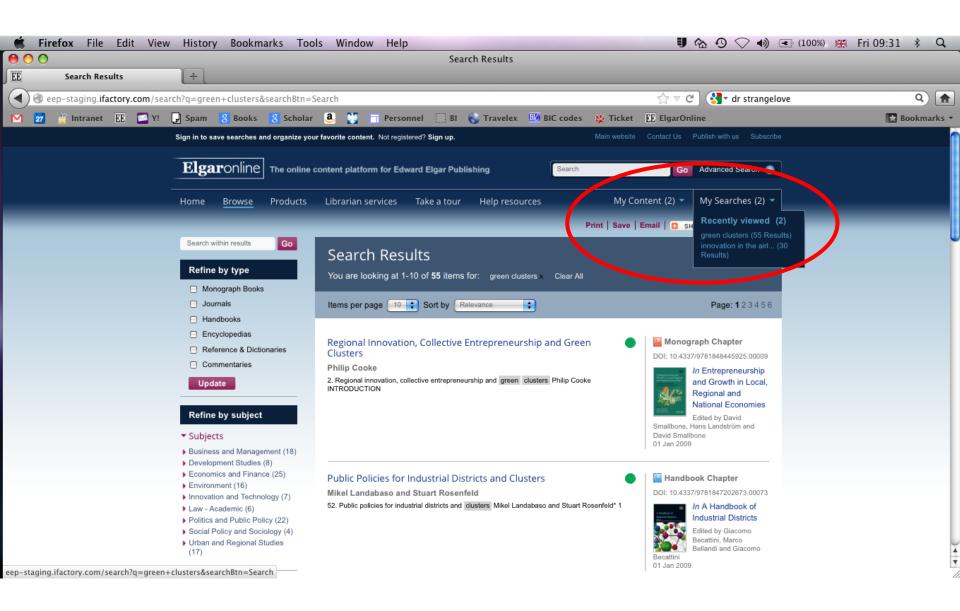
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Part 1: Understanding the
elements of family social
capital

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dialogue: observations about trust and ethics in family business Part II: Co-constructing familybusiness social capital

it, you can't win.

Bennis and Goldsmith (1997, p. xv)

Chapter 2: The central role of trust in family firm social

Chapter 3: The trust paradox of family businesses Chapter 4: Building ethics in families and business Chapter 5: An early warning system for family conflict Chapter 6: Summary of

- Part III: Complementing social capital in family and business
- Part IV: Concluding materials Appendix A: Conference participant biographies Appendix B: The structured dialogue process Appendix C: Summary of comments from owner, advisor,

family member, and research breakout groups

## Related Subjects

Business and Management Family Business The concept of social capital originally emerged from work in community studies<sup>3</sup> where city neighborhoods with strong personal relationships that developed over time provided the foundations for strong, trusting, cooperative relationships and collective action that helped subtain the neighborhood. The basic assumption of social capital theory is that when a strong set of relationships exist

that helped sustain the neighborhood. The basic assumption of social capital theory is that when a strong set of relationships exists in a group, these relationships form feelings of gratitude, riendahip, and respect, and create a sense of long-lasting obligation to the group. These bands and ties lead to greater access to information and opportunities than those given to outsiders. Researchers have since expanded the notion that social capital can enhance the successful functioning of a variety of groups, including not only communities, but families and business organizations as well.

Families are composed of a unique combination of interpersonal relationships that includes bonds, ties, and unique informationsharing capabilities. The same is true for business organizations, which are also made up of similar bonds and information-sharing characteristics. Therefore, *family* businesses create a rare opportunity to merge the social capital created in both groups, the family and the organizations they own and work in. The purpose of this chapter is to explore the rich and abundant social capital potential in family firms and examine in more detail the contral role of trust in developing and sustaining social capital. 4

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page numbers.	Trust Building in the Family	
	Several situations I have dealt with in my work exemplify this bilateral dynamic on the family side. The first depicts building trust and emotional equity in the family through a family retreat. During the retreat, family fun time and business discussions were important. The dad invited all six of his adult children, spouses, and 14 grandchildren to a dude ranch in Arizona. The idea was to strengthen family relations, but also integrate the older cousins, 15 years and older, into the family council discussion.	
	In this example, the family's commitment to build the emotional equity or strength of their family by having the cousins – who	

ive in this example, the family's commitment to build the emotional equity or strength of their family by having the cousins – who live in different parts of the country – participate in fun activities not only strengthens their family relationship, but also is a mechanism for building trust in the family. In addition, having the younger-generation cousins participate in the family council discussions strengthened their confidence and stature in the family and continued the process of trust and collaborative problem-solving. This ultimately strengthened trust to build a stronger family and family–business relationship.

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