Managing
with a
Work-Life Perspective

A Manager's Toolkit

NYU | Work Life

As a result of the global pandemic, our work-life harmony has been challenged by the blurring of boundaries and the transition to remote work. As we embark on the future of work, we will need to embrace new methods of managing teams working hybrid and flexible schedules, which requires prioritizing a particular collection of skills.

Soft skills, which are anchored in emotional intelligence and incorporate people-centered traits, will be critical in the months and years ahead to ensure that individual team members feel respected, included, and productive at work, and can better navigate healthy work-life integration. A 2020 Gartner ReimagineHR Employee Survey found that employees whose companies support them with work-life integration are 23% more likely to report better mental health and 17% more likely to report better physical health. Employers in the same survey reported a 21% increase in high performers.
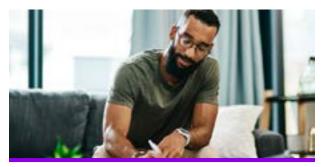
❝ Soft skills are increasingly important to ensure that each member of your team feels respected and equal, and enjoys successful work-life integration."

As a manager, you help set the tone for the cultural environment of your team. You can elevate employee engagement, productivity, creativity, and innovation at work, all while establishing healthy work-life boundaries. The key is growing your emotional intelligence: deepening your self-awareness, strengthening your relationships with each team member, and creating opportunities for connection and collaboration beyond your group so your team can exert greater influence and expand their capabilities.

In The Toolkit

The toolkit comprises six evidence-based practices culled from the worlds of social work, psychology, and business. We encourage you to create your personal toolkit from the information provided here.

In addition to the work-life practices outlined in this toolkit, managers will benefit by focusing on building trust, nurturing resilience, and practicing empathy in order to lead the workforce of tomorrow.

Practice 1

Reflection

Reflection

What is Reflection?

Reflection is a writing practice that enables you to draw meaning from your professional experiences to aid future action.

The practice of reflection can help reveal strengths and weaknesses in yourself, your team, and the processes that guide your work so you can make informed decisions.

Used regularly, reflection can also help you become more purposeful at work, and to take actions that are better aligned with your core values and principles. Ongoing reflection can also help you track your progress toward personal and professional goals.

How to Reflect:

There are many ways to organize a reflection practice, but the simplest is the *4 F's of Active Reviewing*[1]:

1 | **Facts**

This is a brief description of the experience or issue you want to reflect on. This could be a meeting, or a recurring problem that's impacting your work. Capture what occurred or the basic contours of the matter you'd like to explore.

2 | **Feelings**

Describe your feelings about the experience or issue, and more specifically, why you feel it needs reflection. What emotions did this situation bring up in you that you wish to know more about?

3 | **Findings**

Explore Items 1 and 2 on a deeper level, connecting them to your role as a leader. What impact—positive and negative—does this experience or issue have on your work life, and on your team's productivity?

4 | **Future**

What would you do differently? Challenge yourself to explore different paths of action to find one that best suits your and your team's needs.

1. Greenaway, R. (1992). *Reviewing by Doing.* Journal of Adventure Education and Outdoor Leadership, v9 n2 p21-25 Sum 1992

How to Practice Reflection:

Choose a time during the workweek when you can dedicate no more than half an hour for reflection.

Add a recurring calendar appointment for yourself so the time is held. Setting aside time on the same day each week will make it easier to adopt as part of your normal routine.

Protect this time.

Log out of email and silence your phone. Use a pen and paper instead of your computer. (Research indicates that the act of writing itself can make what you write more meaningful.)

Set a timer and when the 30 minutes are up, stop writing.

Consider any steps you'd like to take in the week ahead to address what you've reflected upon.

For example, is there a follow-up conversation with a colleague or your team that you'd like to schedule, a management technique you'd like to incorporate, or a process change you'd like to implement?

Key Takeaways

— The practice of reflection can help reveal strengths and weaknesses in yourself, your team, and the processes that guide your work so you can make informed decisions.

— Facts, Feelings, Findings and Future make up "the four F's" reflection practice. Use this as a guide to help you organize your thoughts.

— Ask yourself how the situation or conversation makes you feel; understanding the underlying emotions can reveal how they may be influencing your perspective.

— Identify a path forward, whether that's a change in process or further inquiry.

Additional Learning

— *Reflect and Enhance Self Awareness*

Practice 2

Active Listening

Active Listening

What is Active Listening?

Active listening, sometimes called active-empathetic listening, is a "higher form of listening to gain a deeper understanding of the message and its context."[1]

When done well, active listening can make people feel understood and validated, creating a sense of trust. It can also help managers develop empathy and enhance your memory of what was said. The HURIER method[2]: Hear; Understand; Remember; Interpret; Evaluate; and Respond provides a simple process for active listening.

1. Jonsdottir, I. J., & Kristinsson, K. (2020). *Supervisors' Active-Empathetic Listening as an Important Antecedent of Work Engagement.* International journal of environmental research and public health, 17(21), 7976. *https://doi.org/10.3390/ijerph17217976*

2. Brownell, J. (2017). *Listening: Attitudes, Principles, and Skills* (6th ed.). Routledge. *https://doi.org/10.4324/9781315441764*

How to Practice Active Listening:

Before You Start:

— Consider the seating arrangement. Position yourself facing the speaker, with a comfortable distance of around three feet, and present an open posture.

— If you're meeting virtually, try to keep your camera on.

— Focus your attention on the speaker, and concentrate on the word choices and tone.

Step 1 | Hear *accurately*

To improve hearing, try the following:

— Repeat portions of what the speaker is saying to yourself in your mind.

— Relate the information to your personal needs to improve your concentration and relieve "listener anxiety."

— Cultivate an interest in what the person is saying.

— Hear the entire message before responding.

Step 2 | Understand *completely*

At this stage, unconscious biases can influence your understanding, but it's important to comprehend the message in the way it was intended. To improve your understanding:

— Repeat the message back to the speaker and ask if you heard correctly.

— Ask open, probing, and leading questions to make sure you understand both the message and the context in which it's being delivered.

| **Step 3** | **Remember *vividly***

You can improve your recall by taking notes, but that may not always be appropriate, such as when someone is sharing personal details. In that case, try these strategies:

— Place the exchange in a situational context. Mentally attach this moment, even if it was spontaneous, to others on your calendar.

— Periodically note details of your surroundings. What is the speaker wearing? Where are they sitting (virtually or in person)? How are you feeling? Attaching senses and emotions to your perception of the exchange can help ensure it gets recorded in your memory.

— Once the meeting has concluded, jot down a few notes of what occurred. For critical conversations, consider writing a full *Reflection* on the exchange.

| **Step 4** | **Interpret *fully***

Properly interpreting a speaker's message requires you to consider the speaker's feelings and unspoken messages, which demands empathy. There are three types of empathy: cognitive, perceptive, and behavioral.

— **Cognitive:** looking at a situation from the speaker's point of view, not your own. Ask open-ended questions to understand the context of the speaker's viewpoint.

— **Perceptive:** sensitivity to nonverbal cues (such as facial expressions and tone of voice). Note the behavior of the speaker. Are they sitting quietly, head down, shoulders hunched? Or are they leaning forward in a more engaged stance?

— **Behavioral:** involves your ability to demonstrate understanding with verbal or nonverbal cues. Periodically nod during the exchange, and maintain attention. Refrain from interrupting, which indicates impatience.

| Step 5 | **Evaluate *wisely*** |

Critical thinking includes maintaining objectivity and questioning the message's underlying premises. Here's how to assess biases, assumptions, truthfulness, and credibility:

— Be mindful that not all details are equally important, but check the underlying facts of the message. How accurate is the message? Are there some pertinent details or background information that haven't been shared?

— Apply logic and reason to the message, and recruit your situational knowledge of what you've been told. Does the message make sense within this context?

— Suppress your personal attitudes, biases, and values as much as possible to avoid coloring the speaker's message with your own intent.

| Step 6 | **Respond *appropriately*** |

People judge your listening ability based on your response, and whether it addresses the content and meaning that the speaker intended. If your response is defensive, blaming, inaccurate, or indifferent, the speaker will not feel that you've heard what they've shared.

— Summarize what the speaker has said and demonstrate an understanding of the speaker's motivations.

— If the message was emotionally charged, give the speaker time to regulate their emotions before ending the meeting.

— Move the exchange forward in a positive manner. Thank the speaker for sharing, and suggest potential next steps, including a follow-up. Even if the next step is for you to reflect further on what has been said, share that information.

Key Takeaways

— Active listening can make employees feel understood and validated, and can help managers develop empathy. It can also enhance the memory of what is being communicated.

— Consider your environment to ensure your full attention is on the person speaking.

— The HURIER method involves 6 key steps: **Hear** what's being said; **Understand** what's being said from the speaker's point of view; **Remember** the message; **Interpret** the message fully, with context; **Evaluate** the veracity of and logic behind the message; and **Respond** appropriately.

Additional Learning

— *Improving Your Listening Skills*

Practice 3

Creating Connection and Community

Creating Connection and Community

What is Connection?

Connection in the workplace is what drives collaboration, fosters healthy work relationships, and ultimately makes a team more productive.

It can help a team go through a difficult time together and energize members to be creative. But connection itself can mean very different things to different people. Some team members may feel personally connected to each other, others may feel connected to a particular project, and another may feel most connected with you or the mission of the organization. Part of your responsibility as a manager is to foster each of these types of connections, and to create pathways for new relationships to develop. This is part of creating a truly inclusive workplace.

How to Create Connection

Fostering connection is easier if the fundamentals are in place. When basic needs are met, people feel more comfortable connecting to others. It's important to address any underlying issues that may be negatively impacting your team member's work lives.

1   **Communicate authentically, openly, and with purpose**

One of the most important skills a manager can develop is the ability to communicate with their team, both one-on-one and within a group. Some pointers include:

— Establish a process for communicating as a group and individually. Will there be regular team, project, and individual meetings, and how will they be conducted? Establish opportunities to connect on a more casual or social level as well.

— For initial project launches, be sure to communicate all relevant deadlines, as well as any deadlines that aren't yet configured but will be at a later date. Offering your team a timeline can help them understand both the overall mission or project, as well as the ways they contribute to its success.

— Ensure that the lines of communication are open, and work both ways. *Active Listening* is a good way to build trust and rapport with your team members individually and collectively.

— Be authentic, clear, and empathic in your communication, but refrain from negativity. Practice *Reflection* to help identify and clarify your thoughts before sharing with your team.

— Make it a practice to remind your team of their shared goal or mission, and explicitly link that to the larger goals of the University, especially when recognizing individual contributions and successes. This helps contextualize day-to-day efforts within the larger purpose of the University.

— Engage your colleagues and other network connections to

present to your team regarding University activities and projects that may have relevance for your group. See ***Building Your Collaborative Network***.

2   Promote healthy work-life integration

Consistent work-life integration involves reducing the friction between one's work and non-work time so transitioning between them is a positive, empowering experience.

— Practice ***Fluid Leadership and Flexibility***. If a team member needs to adjust their hours to accommodate caregiving, help them rearrange their schedule so that these needs can be met without negatively affecting their overall work.

— Practice ***Kinder Emailing and No-Camera Fridays*** (or another day) to respect boundaries between work and personal life and ask others to do the same.

— Schedule regular self-care breaks throughout the workday. Consider taking lunches away from your desk (outdoors if possible), taking breaks between meetings, or meditating before the workday begins. Share these practices with your team and encourage them to do the same.

— Take your allotted paid time off, even if you have no travel plans. For ideas on maintaining this boundary, see ***Take Your Vacation***. Monitor your team's paid time off, and encourage them to use it.

3   Get to know your team members individually

Generally, you are the first connection any employee has to the rest of the team, so it's important to maintain this connection on a regular basis, with scheduled check-ins that include personal greetings and inquiries that are mutually appropriate and empathic. To encourage additional connections throughout your team:

— Start staff meetings with a weekly ice-breaker question that allows team members to reveal aspects of their personal selves that aren't necessarily related to work projects. These

revelations can encourage a sense of belonging among your team, as members learn of shared interests.

— Pair team members together on tasks and projects and encourage knowledge-sharing.

— Schedule low-pressure group activities as appropriate. Ideas include bag lunches in the park or potluck milestone celebrations. Don't rely on one type of activity or time frame to ensure that everyone can take part.

— Prioritize team integration and social connection, starting from the onboarding process.

4   Encourage the formation of community groups

Community groups share a specific goal, common interest, or shared identity. To make sure these groups are positive elements of your workplace, take a few steps:

— Consider assigning the group(s) a specific task to work on for the benefit of the entire team. Perhaps one group could be tasked with bringing in guest speakers for the entire team, while another could organize team activities. Let the groups select these tasks themselves.

— Request that each group create a set of rules for conduct to ensure that all members are treated with respect, and that they each elect a leader who can report any issues with the group to you.

— Be an ally. If an identity-based group wishes to present to the rest of the team, provide a platform and a safe space for sharing.

— It's best if these groups are formed organically by your team members and are self-directed. Consider the tips in our *Guide to Creating Community Conversations*.

5   Nurture a supportive team

You're not the only one responsible for creating connection; your team also plays a role by being good colleagues to each other. Here's how to support these efforts:

— Recognize people's good work and share credit for a job well done.

— Promote an atmosphere of respect and trustworthiness, including prompt response times, meeting commitments, and follow-through. When we can depend on others to do something, that builds trust.

— Encourage a buddy system or paired projects.

— Encourage the use of inclusive and respectful language that acknowledges and respects difference.

Key Takeaways

— Connection in the workplace is what drives collaboration, fosters healthy work relationships, and ultimately makes a team more productive.

— Open and authentic communication is essential to ensuring an inclusive workplace.

— Get to know each member of your team as an individual, and work to understand any challenges they may be experiencing outside of the office.

— Encourage the formation of community groups but work to integrate their activities and findings for the benefit of the entire team.

Additional Learning

— *Creating a Connection Culture*

Fluid Leadership and Flexibility

Fluid Leadership and Flexibility

What are Fluid Leadership and Flexibility?

Fluid leadership is a way of leading teams and individual team members in an empathic, responsive, and adaptive way.

It assumes that business and societal conditions are in a constant state of adjustment, and that what may be required today from a work-life perspective may be different next week, next semester, or next year.

A fluid leader makes every decision through the lens of commonly embraced values rather than in adherence to a set of mandates or rules. These values often include empathy, fairness, authenticity, and transparency. For this reason, fluid leadership is sometimes called "values work." Because it involves individualized attention to each team member and each situation, it can also be referred to as "interactional" or "choice-focused" leadership. A fluid leadership style is essential to the future of work.

Managerial flexibility comprises a variety of daily practices that a fluid leader can employ to maintain an adaptive workplace, such as open communication and the practice of *Active Listening*. Being a flexible manager means treating each employee with respect and individualized attention, and guiding teams to more nimbly adapt to work transitions, such as moving an office, restructuring a group or project, or engaging in the future of hybrid work. That may mean promoting healthy work-life integration, respecting work-life boundaries, and adjusting project timelines to accommodate shifting realities.

How to Be a Fluid Leader

1 | Hone Your Value Set

Fluid leadership starts with identifying your core values and principles. They signify to the entire team what is important—and not so important—and help clarify your decision-making process. Identifying your core values will guide you and your team and ensure everyone is on the same page.

— Commit to practicing empathy, fairness, and respect, and promote these values to the rest of the team.

— Identify the personal values that have guided you in your work ethic, and find synergies with team values. For example, if you value innovation, encourage your team to challenge the status quo, and provide incentives and rewards such as lunches or recognition for improving work processes or products.

— Develop a mission statement for your group. What is your central purpose, the "why" of your team's existence? Understanding the primary, secondary, and tertiary reasons for your team's work can highlight the key values that should guide them.

2 | Develop an Open Mind for Implementing Change

Fluid leadership is more about the process of discovery than it is about implementing a single person's vision.

— Invite your team to share their observations about what could be improved or changed about the current workplace culture. Make this an open invitation, and remind them regularly of your interest in hearing from them. Open dialogue helps build trust.

— Practice *Active Listening* and *Reflection* to ensure you hear and understand this input, as well as any challenges the proposed changes may present.

— Consult team members individually and as a group before implementing any changes to ensure that the potential impact on people and process is well understood.

3 | Be Mindful

Just as it's important to understand what makes your team tick, it's essential to understand what emotions, stressors, and behaviors you're bringing to each interaction. Such self-awareness can help you identify your own needs so that you can be a more adaptive leader.

— Practice *Reflection* regularly on interactions and situations that cause you stress or otherwise negatively affect your work life.

— Join a support group such as the *Work Life Manager Conversation Group* to discuss your experiences with other colleagues and solicit peer advice.

— Develop your network and share your work life experiences. See *Building Your Collaborative Network*.

— Consider *self care* such as daily movement, restful sleep, nutritious diet, meditation, and talk therapy to help you manage your own stress levels.

4 | Get to Know Your Team

Fluid leadership means meeting each team member where they are professionally and personally, and working with them to support their growth. What roles do they have outside of work and how might that impact their work life? What motivates them? How do they learn best? Why are they in this job? Where do they want to be in 5 years? 10? These questions can help you understand them so you can more effectively partner to improve or develop their talents.

5 | Consider How to Best Incorporate Workplace Flexibility for the Hybrid Team

Right now, we have an opportunity to reinvent the way we work and incorporate models of workplace flexibility to continue supporting talent, wellness, and productivity. Hybrid workplace models, where team members will have an opportunity to work remotely a couple of days per week, will be part of the future of work. Start with the following:

— Understand what type of workplace flexibility policies you are able to offer your team.

— Establish a plan for incorporating workplace flexibility. Be sure to craft a fair process for implementation and that your communication of the plan is clear. Welcome team feedback or have the team come up with potential solutions.

— Conduct periodic pulse checks of the team to ensure the plan is working or to identify any changes that need to be made.

Key Takeaways

— Fluid leadership is an empathic, responsive, and adaptive way to manage people that assumes that business and societal conditions are in a constant state of change.

— Mindfulness and openness are two key skills for adopting a more flexible managerial style.

— Meet each team member where they are professionally and personally, and work with them to identify paths for showcasing talents and improving skills.

— Consider implementing an appropriate workplace model with a strategic plan that allows for feedback and refinement as needs change.

Additional Learning

— *Creating an Adaptable Team*

Practice 5

Influencing Up and Self-Advocacy

Influencing Up and Self-Advocacy

What are Influencing Up and Self-Advocacy?

Together, these two terms describe the process of advocating for changes in process, product, or organization to positively impact your work life and the work lives of those on your team.

Your ability to influence decisions that affect your group and advocate for yourself and others is foundational to your self-efficacy as a manager. It can help you cultivate empathy, ensure equity and fairness, build trust, and ultimately, help your department meet its overall goals. To get started, you need to identify both the problem that needs improvement, and the best possible solutions.

How to Influence Up:

1 **Identify problems and solutions**

It may sound simple, but naming the problem at hand can be tricky, especially if it involves multiple teams and different departments and processes. But even the most complex challenges can often be improved with a small change in one area. To get started:

— Practice *Reflection* on a regular basis. This exercise can help you sort through complex problems and illuminate specific areas where small improvements will have a substantial impact.

— Consult your network of peers and colleagues. They may be experiencing (or have experienced) similar issues, and be willing to offer guidance, support, or other insights. See *Building Your Collaborative Network*.

— Gather evidence and information to identify solutions. Your community and team can often be a great resource, but don't stop there. Consider looking at how other universities and industries have addressed similar challenges. You may find that the "best" practice is one that doesn't exist in higher education.

— Solicit feedback from your team and practice *Active Listening*. This ongoing practice helps you refine your solution to reflect multiple points of view so you can advocate your position to your supervisor with greater clarity and detail.

2 **Prioritize possible solutions based on impact**

As you solicit and incorporate feedback, try to identify the possible outcome of each suggested solution. Of course you won't be able to predict the future, but by hearing from various people who would be impacted by any change, or who have experienced a similar challenge, you can generate a reasonable idea of how various implementations would be received and adopted, and how successful

or unsuccessful they would be.

- — The practice of *Reflection* can help you sort through competing ideas and complex interventions.
- — Seek out contrary viewpoints when possible and available, to help you identify potential pitfalls and other concerns.
- — Enlist your own team to identify preferred solutions; their support is critical to any successful change.

3 | Make your case

Once you've gathered all of the facts and supporting evidence, it's time to go to your supervisor or to the group of decision makers to present your issue and possible solutions. To successfully make your case:

- — Start with the problem. Explain the main points of the current situation, and delineate, with evidence, why it's insufficient or unsatisfactory. Point out where you need their help.
- — Explain your fact-finding process. Take your audience on the journey of discovery and evidence-building with you.
- — Present the options available. Share, if appropriate, how feedback from members of your network with relevant expertise was incorporated into your idea and how organizations outside the University might be addressing similar issues.

4 | Refine your proposal

Think of your supervisor as one of the most important people in your network, especially if their initial response to your proposal is critical. If your proposal is rejected outright, your goal is to understand why, so that you can communicate that information back to your team if necessary. Practicing *Reflection* can help you identify any missteps and chart a future course of action. If your proposal is met with criticism (but not outright rejection), your goal is both to understand what your proposal may be lacking and to

identify what changes need to be made. Practice ***Active Listening*** to ensure you hear and understand your supervisor's feedback. Then, be sure to incorporate their comments and refine your solution to accommodate each of their concerns.

5 | Implement the plan

Once your supervisor is on board, your work has only just begun. It's important to implement your idea with an eye toward developing future influence. Here's how:

— Develop an implementation strategy. Lay out the steps, and be transparent about these steps with your supervisor and team.

— Communicate the overall vision. Make sure everyone is aware how your solution not only makes their work lives better, but fulfills the overall mission of the department and the organization.

6 | Share the success

When your plan has been implemented and has reached some level of success, share that win with your supervisor and team. Some ways to do that include:

— Recognition. Public or private, group or individual — recognizing a job well done builds morale and fosters connection. See ***Creating Connection and Community***.

— Gratitude. Thank your supervisor for giving you the chance to offer a solution, and the freedom to implement it. Thank your team for their contributions to the plan. Thank your network and any outside advisors for their input.

Key Takeaways

— Your ability to influence decisions that affect your group and advocate for yourself and others can help you ensure equity and fairness, build trust, and ultimately, ensure your team meets its goals.

— Before deciding to make a change, solicit contrary viewpoints so you can be sure you have considered the full impact, especially in areas you may not be able to foresee.

— When implementing your solution, have a strategy that involves key team members and be sure to clearly articulate your vision.

Practice 6

Building Your Collaborative Network

Building Your Collaborative Network

What is a Collaborative Network?

Traditional networking can often feel impersonal and transactional. A collaborative network is characterized by a shared commitment to a particular vision, as well as shared responsibility for bringing it to life.[1]

Each participant works towards everyone else's benefit, including their own. Unlike a traditional network, where power is generally hierarchical, power in a collaborative network is shared among the participants. This type of network is especially helpful when you're trying to initiate change in a large organization. To build one, start by identifying the participants.

1. Himmelman, A.T. (1996). *On the Theory and Practice of Transformational Collaboration; Form Social Service to Social Justice*. In: Huxham, C., Ed., Creating Collaborative Advantage, Sage Publications, London, 18f.

How to Build your Collaborative Network:

1 **Identify your peers and mentors**

Write down all of the people on whom you depend to do your job effectively, and all of the people who depend on you to do their job effectively. Include people in your unit, department, or school, but also look elsewhere to ensure your network has a wide variety of perspectives.

For each person, note your history with them and their contact information. As you compile your lists, reflect on how much—or how little—you know about each person, and write down questions you might ask them in the future.

When choosing people to include, consider their reliability and level of commitment to their role, as well as to the greater vision of their department and the University as a whole. You want people in your network who can maintain confidentiality, give honest feedback, and have a strong sense of ethics. Once you have your network loosely constructed, get to work strengthening your connections.

2 **Connect deliberately and regularly**

Your network is only as good as you make it, and what makes a good network great is connection. Schedule appropriate outreach with each contact on your calendars and use the time to discuss current and future projects, and to get to know your contacts on a deeper level.

3 | Cultivate curiosity

Many of the people in your network may only be known to you based on your limited interaction with them at work. What do you know about the rest of their work life? What challenges do they face? What does success look like in their position? What do they do when they're not at work? What inspires them? Cultivating curiosity about the people in your network can help you discover how you can be helpful to them. Ask open-ended questions and be authentic in your own contributions.

4 | Connect the dots

Always be open to welcoming new people into your network, especially if they are connected to others with whom you're already connected. Likewise, look for opportunities to connect your contacts to each other. Over time, a collaborative network may begin to look less like a wheel, with you at the center and all your connections radiating out, and more like a constellation, with all of your connections working together, sometimes independently of you, toward a common goal.

Key Takeaways

— A collaborative network is characterized by a shared commitment to a particular vision, as well as shared responsibility for making it functional. Each participant works towards everyone else's benefit, including their own.

— Align yourself with people who can maintain confidentiality, will give honest feedback, and possess a strong sense of ethics.

— Connect with the people in your network on a regular basis.

— Be curious about the people in your network, and their work lives.

— Cultivate and expand your network by regularly inviting new members or connecting contacts to each other.

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To learn more about the Managing with a Work Life Perspective and other work life practices, please visit: *www.nyu.edu/worklife*

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