Technical Manual

WorkLife Indicator™: Increasing Your Effectiveness On and Off the Job

Technical Manual

The Center for Creative Leadership gratefully acknowledges the contribution of the following individuals whose work and dedication made the WorkLife Indicator Technical Manual possible:

To cite from this report, please use the following as your reference:

Hannum, K. M., Braddy, P. W., Leslie, J. B., Ruderman, M. N., & Kossek, E. E. (2011). *WorkLife Indicator: Increasing Your Effectiveness On and Off the Job Technical Manual.* Greensboro, NC: Center for Creative Leadership.

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Introduction

WorkLife Indicator is an online self-report assessment based primarily on the research of Kossek and Lautsch (2005, 2006, & 2008). WorkLife Indicator measures how an individual manages the boundaries related to his or her work and personal life roles, responsibilities, and relationships. WorkLife Indicator results indicate which patterns of behavior an individual tends to use to manage work-life boundaries and how he or she feels about it. WorkLife Indicator is not a skills assessment.

Manual Target Audience and Purpose

This technical manual is designed to be a resource for professionals responsible for selecting assessments or anyone who is interested in the development and psychometric properties of WorkLife Indicator. Information provided here is based on the *Standards for Educational and Psychological Testing* guidelines (American Educational Research Association, 1999). Please consult the appendix for definitions of the terms reported in this manual. Additional WorkLife Indicator documentation can be found in the following location:

- **CCL's Web site –** www.ccl.org/WLI

Appropriate Uses of WorkLife Indicator

WorkLife Indicator can be used to help an individual understand his or her approach to managing work-life boundaries. WorkLife Indicator is intended to be used with English-speaking working adults.

Cautionary Statement Regarding Misinterpretations

WorkLife Indicator is designed for developmental purposes and is not designed for use in selection, compensation, or performance appraisal. Individuals own their data and must retain exclusive possession of all copies of their reports at the end of any facilitation process, unless otherwise requested or agreed to by the participant. Confidentiality of all individual data must be ensured and safeguarded.

Content Description

WorkLife Indicator (WLI) was developed in partnership with Professor Ellen Ernst Kossek, Ph.D., and is based, in part, on her book *CEO of Me* (Kossek & Lautsch, 2008). Overall, WorkLife Indicator takes the perspective that individuals vary in preferences for styles of work, family engagement, and boundary management.

There are different strategies for managing multiple roles ranging from mental, physical, and emotional blurring to separation approaches, but strategies are often reduced to simple dichotomies that do not accurately reflect the range of options used by, or considerations important to, individuals (Kossek & Lautsch, 2008; Nippert-Eng, 1996). One school of thought argues for the positive benefits of work-life integration. The *integration perspective* holds that greater employee use of formal flexibility policies and informal flexibility, allowing one to blur work and family roles, will result in positive outcomes. A second stream of research, the *segmentation perspective*, holds that separating work and family roles is best as integration can have negative effects on individuals who prefer role segmentation (Rothbard, Phillips, & Dumas, 2005). Further, multitasking is linked to process losses, job creep, mistakes, and negative mood transfer (Kossek & Lautsch, 2008). Following this school of thought, organizations should encourage employees to separate work and family in order to be able to give their best on and off the job. A third perspective, the *WorkLife Indicator perspective*, holds that perceptions of control over work-life boundaries and whether work-life relationships are congruent with one's preferences for segmentation or integration are more important than whether you integrate or separate work and family. Research by Kossek and Lautsch (2008) supports the proposition that there are multiple ways to effectively manage the boundaries between work and family. The work styles identified in their qualitative study and the items proposed in their book were used to create the basis for a series of scales that measured the underlying mechanisms important to the management of boundaries between work and family.

WLI measures how an individual currently manages the boundaries between work and family (their Behaviors), the degree to which an individual identifies with and invests in work and family roles (Identity), and the degree to which an individual feels in control of how he or she manages the boundaries between work and family (Control). The combination of these three factors forms an individual's profile. Definitions for WLI scales are provided in Table 1. The five scales are further organized into three conceptual factors.

Table 1

Scales, Definitions, and Sample Items by Factor

Behaviors – *the degree to which you combine or separate the tasks associated with your work and those associated with your personal life.*

1. Family Interrupts Work	Behaviors allow family responsibilities and relationships to interrupt your work	I take care of personal or family needs during work.
2. Work Interrupts Family	Behaviors allow work responsibilities and relationships to interrupt your personal life	I regularly bring work home.

Identity – *the degree to which you identify with and invest yourself in your work and family roles.*

3. Work Focused	Identify with and invest yourself in your work	People see me as highly focused on my work.
4. Family Focused	Identify with and invest yourself in your family	I devote most of my energy to my family.

Control – *the degree to which you feel in control as you manage the boundaries between your work life and personal life to manage interruptions between work and personal demands.*

5. Boundary Control	Feel in control of how you manage the boundaries between your work life and personal life	I control whether I am able to keep my work and personal life separate.

Response Scale

The following response scale is used for the majority of items in sections one and two of the assessment.

> 1 = Strongly Disagree
> 2 = Disagree
> 3 = Neither agree nor disagree
> 4 = Agree
> 5 = Strongly Agree

Translations of WorkLife Indicator

WLI is currently available in U.S. English only.

Research Foundations

Development of Items

A pilot version of the survey was developed primarily based on the work of Kossek and Lautsch (2008) as well as established scales from the literature on work-family relationships and outcomes. All of the outcome measures used to validate WorkLife Indicator were based on published studies; as such, we did not subject the items of these scales to factor analysis. Conversely, the items that were written or adapted (from Kossek and Lautsch; 2008) for WorkLife Indicator had not undergone previous validation. Moreover, because the WorkLife Indicator items were written without an a priori factor structure in mind, we subjected these items to a Principal Axis Exploratory Factor Analysis using a Promax rotation. Using the scree plot, simple structure / interpretability, and item variance explained as our criteria, we felt a five-factor solution best characterized our data. With this solution, 61% of the variance in the items were explained by the underlying factors, and there were no large cross-loading items on any of the five factors. Additionally, the average factor loadings for scales 1–5 were .54, .63, .80, .76, and .82, respectively.

Given the item content of the factors, we labeled factors 1–5 as Family Interrupts Work, Work Interrupts Family, Boundary Control, Work Focused, and Family Focused, respectively. The first two measures (Family Interrupts Work and Work Interrupts Family) are intended to assess the behaviors used to reconcile work and personal life. Boundary Control assesses the degree of control over the border between work and the rest of life, and the final two scales (Work Focused and Family Focused) assess the strength of identification with work and family. More information on the content and validation of these measures is presented in this section.

Assessment of Reliability and Validity

Participants

The reliability and validity of WorkLife Indicator were examined using data gathered from the Center for Creative Leadership's open-enrollment program alumni. Participants in this study included 595 practicing leaders who had previously attended one of CCL's open-enrollment leadership development programs (the Leadership Development Program (LDP)®, Foundations of Leadership, or The Women's Leadership Development Program). Study participants worked in many different industries and represented a variety of levels in the organizational hierarchy, with 41% being upper-middle managers, 32% being top-level managers/executives, and 23% being first-level managers. Fifty-three percent of the leaders in this study were men, and 79%

were Caucasian. The average age of participants was 44.58 (SD = 7.73), and the majority of respondents (75%) were married or living as married (10%). Our sample is predominantly comprised of full-time managers in corporate settings.

Measures

Using a 1 (*strongly disagree*) to 5 (*strongly agree*) Likert rating scale, participants completed five scales that comprise WorkLife Indicator. These measures included Family Interrupts Work, Work Interrupts Family, Work Focused, Family Focused, and Boundary Control.

In addition, participants completed 13 measures that were used in establishing the validity of WorkLife Indicator. Most of these measures were taken from the published literature and include the following scales: Work-Family Conflict, Work-Family Integration, Family-Work Conflict, Self-Engagement, Psychological Job Control, Family Control, Work Schedule Fit, Positive Family to Work Spillover, Intention to Turnover, Psychological Distress, Work Withdrawal, Health, and Time Adequacy. Definitions and references for the published scales are provided in the appendix.

Reliability

The internal consistency reliability of WorkLife Indicator measures and the measures used for validation were established using Cronbach's (1951) alpha. As shown in Table 2, the reliability estimates for the five measures in WorkLife Indicator were greater than the generally accepted minimum of .70. The reliabilities for all the research and validation scales, except for Work Withdrawal (.68) and Work-Family Integration (.69), were greater than .70. Thus, all scales used in this research either closely approximated or exceeded current psychometric standards. Also note that the means, standard deviations, and the number of items for all scales are included in Table 2.

Table 2
Means, Standard Deviations, and Reliability Indices on WorkLife Indicator Dimensions

	Mean	Standard Deviation	Number of Items	Cronbach's Alpha
WorkLife Indicator Dimensions				
Family Interrupts Work	3.35	.64	6	.73
Work Interrupts Family	3.38	.78	7	.84
Work Focused	4.23	.57	2*	.76
Family Focused	3.55	.84	2*	.82
Boundary Control	3.83	.76	3	.84

Scales for Validation				
Work-Family Conflict	2.97	.94	5	.92
Work-Family Integration	2.93	.84	3	.69
Family-Work Conflict	2.11	.74	5	.86
Self-Engagement	4.61	.43	6	.84
Psychological Job Control	3.32	.67	9	.86
Family Control	3.62	.70	6	.90
Work Schedule Fit	4.04	.78	4	.84
Positive Family to Work Spillover	4.04	.67	4	.91
Intention to Turnover	1.91	.84	4	.82
Psychological Distress	2.03	.70	6	.85
Work Withdrawal	2.32	.53	7	.68
Health	3.42	.93	1	--
Time Adequacy	3.33	.81	12	.92

* These scales each had one item added after the pilot study. Thus, the product versions of these scales have three items each.

Convergent and Discriminant Validity

In this section, evidence of WorkLife Indicator's convergent and discriminant validity is provided. Convergent validity can be established by demonstrating that measures from WorkLife Indicator are related to other measures of the same construct or to measures of theoretically similar constructs. Because there are no known published measures of constructs identical to WorkLife Indicator, we establish the measures' convergent validity using the latter approach. Conversely, discriminant validity can be established by showing that measures from WorkLife Indicator do not highly correlate with measures of constructs that are theoretically dissimilar. Results for both convergent and discriminant validity are discussed in detail next.

First, for convergent validity, WorkLife Indicator measures were correlated with other measures that assess theoretically similar constructs. For example, Work Interrupts Family was positively correlated with Work-Family Conflict ($r = .40$, $p < .01$) and Work-Family Integration ($r = .58$, $p < .01$). Contrary to expectations, Family Interrupts Work was only weakly correlated with Family-Work Conflict ($r = .13$, $p < .01$); however, providing some convergent validity evidence, Family Interrupts Work was moderately correlated with the Family Focused dimension ($r = .30$, $p < .01$), indicating that individuals with a greater family focus tend to let family interrupt their work activities more than those who are less family focused. As anticipated, the Work Focused dimension was fairly strongly correlated with Self-Engagement ($r = .54$, $p < .01$), a similar

measure from the published literature. Finally, Boundary Control was positively correlated with three theoretically similar measures: Psychological Job Control ($r = .48$, $p < .01$), Family Control ($r = .41$, $p < .01$), and Work Schedule Fit ($r = .50$, $p < .01$).

Next, we examined the discriminant validity of WorkLife Indicator. Although hypotheses were not formed for all measures, it was expected that Family Interrupts Work and Work Interrupts Family would be clearly distinct from the Positive Family to Work Spillover scale taken from the literature. Results supported this hypothesis by revealing weak correlations between Positive Spillover with Family Interrupts Work ($r = .09$, $p < .05$) and with Work Interrupts Family ($r = .12$, $p < .01$). Additional discriminant validity evidence is gained by examining the correlations among the measures in WorkLife Indicator. As shown in Table 3, the largest correlation between any of these measures was .32. While some of these measures were moderately related, they are clearly theoretically and empirically distinguishable from each other; thus, these measures can be treated as assessments of five separate constructs. Moreover, although some measures of convergent validity were moderate in magnitude as was expected, none of these correlations was large enough to suggest that WorkLife Indicator measures were redundant with similar measures taken from the published literature. This suggests that WorkLife Indicator measures are assessing constructs that are related yet sufficiently different from existing (published) measures.

In summary, the WorkLife Indicator measures correlated with many theoretically similar variables and also demonstrated low correlations with measures of theoretically dissimilar constructs. Taken together, these results provide initial construct validity evidence for WorkLife Indicator, indicating that WorkLife Indicator assesses the constructs it purports to measure.

Table 3
Intercorrelations of WorkLife Indicator Dimensions

	Family Interrupts Work	Work Interrupts Family	Work Focused	Family Focused	Boundary Control
Family Interrupts Work	1				
Work Interrupts Family	.11**	1			
Work Focused	-.18**	.29**	1		
Family Focused	.30**	-.17**	.02	1	
Boundary Control	.14**	-.23**	.01	.32	1

Criterion-Related Validity

Criterion-related validity was initially examined by correlating WorkLife Indicator measures with important outcomes. As shown in Table 4, each of the five WorkLife Indicator measures was correlated with at least one outcome variable. Most notably, Boundary Control was significantly correlated with each outcome. Specifically, leaders with greater boundary control were less likely to want to quit their jobs and were less likely to experience psychological distress and withdrawal than were leaders with lower boundary control. Leaders with more boundary control also rated their health more positively and indicated that they had more time for themselves (e.g., for sleep, exercise, socializing, etc.) compared to leaders with lower boundary control.

Some additional findings are noteworthy as well. Namely, leaders who allowed more Family Interrupts Work activities experienced more psychological withdrawal than leaders who had lower family intrusion on their work activities. Leaders who allowed more work intrusion on their family lives experienced greater psychological distress and had less time for themselves than did leaders who had lower work intrusion on their family lives. Moreover, leaders who were more focused on their careers reported having less work withdrawal but also less time for themselves than leaders who were less Work Focused. Finally, individuals with a greater focus on their families reported having less psychological distress, more time for themselves, and better health than those who reported being less Family Focused.

Table 4

Correlations of WorkLife Indicator Dimensions with Outcome Measures

Outcomes	Family Interrupts Work	Work Interrupts Family	Work Focused	Family Focused	Boundary Control
Intention to Turnover	-.06	.07	-.11**	-.16**	-.25**
Psychological Distress	.01	.20**	-.02	-.20**	-.32**
Work Withdrawal	.31**	.03	-.23**	-.04	-.09*
Health	.07	-.14**	.03	.21**	.25**
Time Adequacy	.17**	-.29**	-.15**	.34**	.46**

Note: *p < .05; **p < .01

In addition to examining bivariate correlations, the criterion-related validities of all five measures were estimated simultaneously by regressing participants' scores on each of the outcome variables on their WorkLife Indicator scores. As shown in Table 5, the multiple regression analyses revealed that WorkLife Indicator measures accounted for a statistically significant amount of variance in each of the five outcomes. The largest proportions of criterion variance were accounted for in Time Adequacy (30%) and Work Withdrawal (16%). Additionally, note that most WorkLife Indicator variables that had significant correlations with the outcomes as reported in Table 5 also had statistically significant beta weights in the multiple regression analyses (see Table 5 for more details). Thus, some of the measures in WorkLife Indicator exhibited criterion-related validity even when considering all measures simultaneously as a set of predictors.

In short, the measures comprising WorkLife Indicator related to important personal and work outcomes. As such, leaders should pay attention to their work style and try to adapt it as needed because leaders' work styles have real-world implications for their own lives as well as for their families.

Table 5

Regression of WorkLife Indicator Dimensions with Outcome Measures

Predictors	Turnover β	Turnover t	Psychological Distress β	Psychological Distress t	Work Withdrawal β	Work Withdrawal t	Health β	Health t	Time Adequacy β	Time Adequacy t
Family Interrupts Work	-.04	-.94	.06	1.31	.33	7.74**	.03	.65	.07	1.81
Work Interrupts Family	.05	1.21	.14	3.17**	.00	0.10	-.10	-2.34*	-.16	-4.00**
Work Focused	-.13	-2.98**	-.05	-1.06	-.17	-4.09**	.06	1.43	-.10	-2.60**
Family Focused	-.07	-1.67	-.11	-2.63**	-.09	-2.21*	.12	2.75**	.18	4.68**
Boundary Control	-.20	-4.72**	-.26	-6.17**	-.11	-2.57**	.18	4.29**	.36	9.64**
Model Statistics	$R^2 = .08$**		$R^2 = .13$**		$R^2 = .16$**		$R^2 = .09$**		$R^2 = .30$**	

Note: β = standardized regression coefficient; *$p < .05$; **$p < .01$;

Additional Research

Abstracts

Kossek, E. E., Ruderman, M. N., Hannum, K. M., & Braddy, P. W. (2010). *Managing flexstyles: Self-regulation of work-life flexibility and work-family outcomes*. **Presented at the Academy of Management, Montreal.**

Growing evidence suggests many challenges remain in effectively implementing work-life flexibility (Kelly, Kossek, Hammer, Durham, Bray, Chermack, Murphy, & Kaskubar, 2008; Ryan & Kossek, 2008). One important reason for this implementation gap is that greater understanding is needed regarding the implications of the individual role in managing flexibility enactment (Kossek, Noe, & DeMarr, 1999; Kossek, Lautsch, & Eaton, 2006). The solution for effectively managing flexibility between work and family does not rest solely with organizations, as individuals develop preferences for integration and segmentation and make choices over how to manage work-family and other personal life roles. Evidence is growing that some flexibility use is informal involving individual self-regulation of boundaries and engagement and managing micro-role transitions (Ashforth, Kreiner, & Fugate, 2000). This presentation examines what we believe is an underemphasized aspect of the flexible work arrangement and work-life research and practical debate: the implications of variation in personal preferences for self-regulation of work-life flexibility and work-family outcomes (Kossek & Lautsch, 2008).

Understanding flexstyles provides a means to better integrate work-life issues into career management and leadership education and practice. Research is also suggesting that effectively managing work-life relationships is increasingly an important leadership self-management competency. It is also an important part of talent management of self and for collaborating with and leading with others. Employers and individuals are facing increasing challenges in managing work-life relationships. Giving employees more choice in how they can manage boundaries reflects what Zedeck (1992) argued is at the essence of the work-family nexus: to allow for control over how individuals craft the boundaries between work and nonwork realms, in ways that support one's values regarding meaningful work and personal life relationships.

Ruderman, M. N., Kossek, E. E., Hannum, K. M., & Braddy, P. W. (2011). *Managing work styles: Exploring linkages between personal preferences for work-life flexibility and work-family outcomes*. **Presented at European Association of Work and Organizational Psychology. Maastricht, The Netherlands.**

Organizations devote increasing resources to implementing work-life initiatives such as flexible work-life arrangements in order to attract and retain a talented workforce and to optimize workforce productivity (Kossek & Michel, in press). Similarly, individuals find it difficult to keep up with workloads, hold onto their jobs, and have a satisfying life. Growing evidence suggests many challenges remain in effectively implementing work-life flexibility (Kelly, Kossek,

Hammer, Durham, Bray, Chermack, Murphy, & Kaskubar, 2008; Ryan & Kossek, 2008). One important reason for this implementation gap is that greater understanding is needed regarding the implications of the individual role in managing flexibility enactment (Kossek, Noe, & DeMarr, 1999; Kossek, Lautsch, & Eaton, 2005). This presentation examines an underemphasized aspect of the flexible work arrangement and work-life research and practical debate: the implications of variation in personal preferences for self-regulation of work-life flexibility and work-family outcomes (Kossek & Lautsch, 2008). Based on the pioneering work of Kossek and Lautsch (2008), we introduce an approach for assessing the individual's view of flexibility enactment. This perspective takes into account (1) the degree to which behaviors blur the boundaries between work and personal life, (2) the degree to which the individual has control over these boundaries, and (3) the individual's personal value on work and family identities. Using a survey sample of nearly 600 managers from different companies, factor analytic methods were used to identify five measures reflecting this perspective (Behaviors Allowing Work to Interrupt Family, Behaviors Allowing Family to Interrupt Work, Boundary Control, Work Orientation, and Family Orientation). Specifically, a CFA was conducted on half of the sample to test its specified factor structure and then cross-validated with the second half of the sample. Once the measures were finalized, a K-means cluster analysis was used to identify subtypes of approaches to work-life in the sample. A six-cluster solution representing different combinations of boundary blurring behaviors, boundary control, and the primacy of work and family identities was found to be the most interpretable. A series of ANOVAs were performed to demonstrate that cluster membership could differentiate scores on a variety of outcomes measures such as psychological withdrawal and self-engagement.

Characteristics of the Feedback Report

Scoring Rules

Determining Profile Dimension Scores

Means are computed for each dimension. The dimension mean is the average score of the item scores comprising that dimension. Next, the participant's scores on each dimension are categorized as high, medium, or low. The cutoff scores used to make this categorization were determined using the results from the pilot study (N = 595). Approximately 50% of managers have a Midrange score, while 25% of managers have a High score and 25% of managers have a score in the Low range (see Table 6 below). As the WLI database grows, these ranges will be updated (similar to how the norms for other assessments are updated on a regular basis).

Table 6
Classification System for WorkLife Indicator Dimension Scores

WLI Dimension	Low Score	Midrange Score	High Score
Family Interrupts Work	< 2.88	2.88 - 3.73	> 3.73
Work Interrupts Family	< 2.86	2.86 - 3.86	> 3.86
Work Focused	< 2.86	2.86 - 3.86	> 3.86
Family Focused	< 2.80	3.62 - 4.50	> 4.50
Boundary Control	< 3.41	3.41 - 3.98	> 3.98

Interpreting WorkLife Indicator

Each of the categorizations of scores has an interpretation. Table 7 provides the associated interpretative statement for each categorization (i.e., Low, Midrange, and High) on each of the WLI scales. The interpretations of each categorization are based on the construct measured. For example, the Family Interrupts Work dimension is a measure of the extent to which an individual allows his or her family life to interrupt his or her work. Individuals who score in the Low range tend to not allow their family life to interrupt work, while those scoring in the High range allow their family life to interrupt work.

Table 7

Interpreting Profile Dimension Scores

WLI Dimension	Low Score	Midrange Score	High Score
Family Interrupts Work	"Your family life does not interrupt your working hours."	"You allow your family life to interrupt your working hours, but only to a moderate degree."	"Your family life interrupts your working hours."
Work Interrupts Family	"Your work does not interrupt your family time."	"You allow your work to interrupt your family time, but only to a moderate degree."	"Your work interrupts your family time."
Work Focused	"Your identity is primarily based on roles outside of work."	"You moderately identify with and invest yourself in your career."	"You strongly identify with and invest yourself in your career."
Family Focused	"Your identity is primarily based on roles outside of family."	"You moderately identify with and invest yourself in your family."	"You strongly identify with and invest yourself in your family."
Boundary Control	"You do not feel in control of how you manage the boundary between your work life and personal life."	"You feel in control of how you manage the boundary between your work life and personal life, but only to a moderate degree."	"You feel in control of how you manage the boundary between your work life and personal life."

Determining WLI Profile

Dimension scores are used to further classify participants on the three core factors—behaviors, identity, and control (see Tables 8-10 below). For example, if someone scored, low or "L" on Family Interrupts Work and high or "H" on Work Interrupts Family, they would be classified as "Separator." The same logic applies to the identity and control factors. A brief description of each classification is provided in the right column of each table. The combined classification of dimension scores creates an individual's overall profile. Descriptions of one's overall profile were developed based on the characteristics associated with the constructs measured and the intersection of information revealing potential areas of tension or reinforcement.

Table 8

Classification System for WorkLife Indicator Behaviors Factor

Behaviors	Family Interrupts Work	Work Interrupts Family	Description
Cyclers	M	L	Switch back and forth between cycles of either highly integrating family and work followed by periods of intentionally separating them, depending on their priorities and circumstances. They follow established, ongoing rhythms of mixing work and family followed by distinct separating of work and personal life to enable focus.
	L	M	
	M	M	
Family Firsters	H	L	Allow family to interrupt work, but do not allow work to interrupt family time.
Integrators	H	H	Blend work and personal tasks and commitments. They allow work to interrupt family time or family to interrupt work time or both.
	H	M	
	M	H	
Separators	L	L	Keep work and personal tasks and commitments separated into defined blocks of time. They like to focus on work when on work time, and family when on family time.
Work Firsters	L	H	Allow work to interrupt family. They are the people who are actively involved with business calls, texts, or e-mails at sporting events or on vacation.

Table 9

Classification System for WorkLife Indicator Identity Factor

Identity	Family Focused	Work Focused	Description
Dual-Focused	H	H	Individuals identify with and invest themselves equally in *both* their work and their family. These individuals structure their lives to give their energy equally to work and family as much as they can.
	M	M	

Family Focused	H	M	Individuals identify with and invest themselves primarily in their family roles. These individuals structure their lives to give their best energy to the family role.
	H	L	
	M	L	
Focused on Other Personal Life Interests	L	L	Individuals have a primary identity and investment in other life interests that do not necessarily pertain directly to work or family, such as recreation, athletics, community, hobby, or volunteering. They still can invest a lot in family, work, or both roles, but are careful to protect time and energy to devote to an important interest outside the family or work domain.
Work Focused	M	H	Individuals identify with and invest themselves primarily in their work roles to enhance their careers. These individuals structure their lives to give their best energy to the work role.
	L	H	
	L	M	

Table 10

Classification System for WorkLife Indicator Control Factor

Control

High Control	Individuals with high boundary control have the power and authority to control their time and interruptions between work and family.
Midlevel Control	Individuals with moderate levels of boundary control have latitude to adapt boundaries as they prefer to juggle work and family. They may have moderate levels of control in both their work and personal life or have a job or personal life that is adaptable as needed.
Low Control	Individuals with low boundary control have a life that is constructed in such a way that they have fixed parameters around when, where, and how they work and juggle this with taking care of family needs.

See the appendix for the list of all possible combinations of factor classifications, and thus all possible WLI profiles. Given the large number of possible profiles, only the results for the individual completing the report are included in the report. In order to reduce the amount of

repeated text, detailed profile descriptions were written for all Behavior–Identity combinations with additional text describing the influence of Boundary Control on the profile.

Norm Development

The meaningfulness of feedback is enhanced when a manager is able to compare his or her scores to those of similar managers. Such a comparison group is referred to as a norm group.

Tables 11-12 reflect the demographics of the norm group and the data used in scoring WorkLife Indicator. As new norms become available, CCL will update this information.

Table 11
WorkLife Indicator Norm User Group Characteristics 08/03/2009–11/04/2009 (N = 595)

Gender	Male	53%
	Female	47%
Ethnicity	White	79%
	Asian	6%
	Hispanic	4%
	Black	3%
	Native American	1%
	Other/Declined to Respond	7%
Average Age		44.58 years (SD = 7.73)
Marital Status	Married	75%
	Living as Married	10%
	Divorced	7%
	Single	7%
Average Number of Children Living at Home at Least 3 Days a Week		1.18 (SD = 1.12)
Average Number of Hours Worked in a Week		50 hours (SD = 8.77)

Organizational Level	Top	4%
	Executive	28%
	Upper Middle	41%
	First Level	23%
	Other	4%

Table 12

WorkLife Indicator Norms (N = 595)

WLI Dimension	Low Score	Midrange Score	High Score
Family Interrupts Work	< 2.88	2.88 - 3.73	> 3.73
Work Interrupts Family	< 2.86	2.86 - 3.86	> 3.86
Work Focused	< 2.86	2.86 - 3.86	> 3.86
Family Focused	< 2.80	3.62 - 4.50	> 4.50
Boundary Control	< 3.41	3.41 - 3.98	> 3.98

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Appendix

Terms Used in This Manual

Dimension	A conceptual and empirical grouping of items; also called a scale.
Factor	A conceptual grouping of dimensions (or scales). Feedback on WLI is grouped into three conceptual factors: Behaviors, Identity, and Control.
Feedback Report	The summary of the participant's results and development information.
Item	A question in the survey to which raters are asked to respond.
Participant	The individual receiving WorkLife Indicator feedback.
Profile	A description of a person's boundary management approach and how he or she feels about it based on the intersection of data about the individual's behaviors, identity, and control.
Survey	The online questionnaire that a participant completes and submits for scoring.

Definitions and References for the Published Scales Noted in the Research and Development Section

Scales	Definition	Reference
Work-Family Conflict	Measures the extent to which work responsibilities interfere with family responsibilities	Netemeyer, R. G., Boles, J. S., & McMurrian, R. (1996). Development and validation of work-family conflict and family-work conflict scales. *Journal of Applied Psychology*, *81*(4), 400–410.
Work-Family Integration	Measures the extent to which	Ilies, R., Wilson, K. S., & Wagner, D. T. (2009). The spillover of job satisfaction onto employees'

	work and family duties and roles are distinct from one another	family lives: The facilitating role of work-family integration. *Academy of Management Journal, 52*(1)*,* 87–102. Desrochers, A. M., Dolente, B. A., Roy, M. F., Boston, R., & Carlisle, S. (2005). Efficacy of Saccharomyces boulardii for treatment of horses with acute enterocolitis. *Journal of the American Veterinary Medical Association, 227*(6), 954–959.
Family-Work Conflict	Measures the extent to which family responsibilities interfere with work responsibilities	Netemeyer, R. G., Boles, J. S., & McMurrian, R. (1996). Development and validation of work-family conflict and family-work conflict scales. *Journal of Applied Psychology, 81*(4), 400–410.
Self-Engagement	Measures the extent to which an individual invests him- or herself in their work duties	Britt, T. W., Castro, C. A., & Adler, A. B. (2005). Self engagement, stressors, and health: A longitudinal study. *Personality and Social Psychology Bulletin, 31*(11), 1475–1486.
Psychological Job Control	Measures the extent to which an individual perceives he or she has control over various aspect of their work (such as where and when their work is completed)	Kossek, E. E., Lautsch, B. A., & Eaton, S. C. (2006). Telecommuting, control, and boundary management: Correlates of policy use and practice, job control, and work–family effectiveness. *Journal of Vocational Behavior, 68*(2), 347–367.
Family Control	Measures the extent to which an individual perceives he or she has control over various aspects of their family responsibilities (such as designing their family schedule)	Britt, T. W., Castro, C. A., & Adler, A. B. (2005). Self engagement, stressors, and health: A longitudinal study. *Personality and Social Psychology Bulletin, 31*(11), 1475-1486.
Work Schedule Fit	Measures the extent to which one's work	Barnett, R. C., & Brennan, R. T. (1997). Change in job conditions, change in psychological distress, and gender: A longitudinal study of dual-earner

	arrangement meets the needs of various stakeholders (such as boss, spouse, etc.)	couples. *Journal of Organizational Behavior, 18*(3), 253–274.
Positive Family to Work Spillover	Measures the extent to which being happy about family or home-related domains has a positive relationship with being positive at or optimistic about work	Hanson, G. C., Hammer, L. B., & Colton, C. L. (2006). Development and validation of a multidimensional scale of perceived work-family positive spillover. *Journal of Occupational Health Psychology, 11*(3), 249–265.
Intentional to Turnover	Measures the extent to which an individual is likely to leave his or her job	Boroff, K., & Lewin, D. (1997). Loyalty, voice, and intent to exit a union firm: A conceptual and empirical analysis. *Industrial and Labor Relations Review, 51*(1), 50–63.
Psychological Distress	Measures the extent to which an individual is experiencing negative psychological emotions or perspectives	Kessler, R. C., Berglund, P., Demler, O., Jin, R., Koretz, D., Merikangas, K. R., Rush, A. J., Walters, E. E., & Wang, P. S. (2003). The epidemiology of major depressive disorder: Results from the National Comorbidity Survey Replication (NCS-R). *Journal of American Medical Association, 289*(23), 3095–3105. Kessler, R. C., Barker, P. R., Colpe, L. J., Epstein, J. F., Gfroerer, J. C., Hiripi, E., Howes, M. J, Normand, S-L.T., Manderscheid, R. W., Walters, E. E., & Zaslavsky, A. M. (2003). Screening for serious mental illness in the general population. *Archives of General Psychiatry, 60*(2), 184–189.
Work Withdrawal	Measures the extent to which an individual is not engaged in his or her work duties	Tsui, A. S., Egan, T. D., & O' Reilly, C. A. (1992). Being different: Relational demography and organizational attachment. Administrative *Science Quarterly*, 37, 549–579. Johns, G. (1994), How often were you absent: A review of the use of self-reported absence data. *Journal of Applied Psychology, 79*(4), 574–591.
Health	Measures an individual's	Allen & Armstrong (2004)

	perspective on his or her overall health (nonspecific)	
Time Adequacy	Measures the extent to which an individual feels he or she has enough time to attend to self-care and family needs (such as spending time with children and spouse, preparing healthy meals, and keeping in shape)	Van Horn, M. L., Bellis, J. M., & Snyder, S. W. (2001). Family resource scale-revised: Psychometrics and validation of a measure of family resources in a sample of low-income families. *Journal of Psychoeducational Assessment, 19*(1), 54–68.

WorkLife Indicator Combinations of Factor Classifications

- **Work Focused Integrator with High Control** – You control how accessible you are to people and can adapt your behaviors to meet important demands. You feel more efficient and in control when you are constantly shifting your attention and energy between work and family activities. Your heavy investment in your work means that you may use your control to be very responsive to work-related needs.
- **Work Focused Integrator with Midlevel Control** – You have moderate control over when to allow work to interrupt family and vice versa. You sometimes experience blending as negative, particularly when family interrupts work. You may want to have more control to manage boundaries between roles. You may use your control to be very responsive to work-related needs but are sometimes less responsive to personal matters.
- **Work Focused Integrator with Low Control** – You may experience blending boundaries as negative and stressful. You do not feel in control over how and when you shift your attention and energy. Work and family demands feel at odds. You may feel that you are constantly putting out a fire or reacting to an external cue. You would like to limit your accessibility but feel that you can't. Your heavy investment in work means that it is very stressful when you can't accommodate work-related goals.
- **Family Focused Integrator with High Control** – You experience blending as positive, and feel more efficient and in control when you are constantly shifting your attention and energy between work and family activities. You control how accessible you are. Your heavy investment in your family means that you may use your flexibility to be responsive to family-related needs.
- **Family Focused Integrator with Midlevel Control** – You blend work and personal activities during the day, but not necessarily out of personal preference. You sometimes experience blending as negative, particularly when work interrupts family. You may

want to have more separation between roles. Your heavy investment in your family means that you may use your flexibility to respond to family needs.

- **Family Focused Integrator with Low Control** – You may experience blending as stressful. Frequently you do not feel in control over shifting your attention and energy between work and family activities. Work and personal life demands habitually feel at odds. You may feel that constant demands from your work are getting in the way of your family life.
- **Dual Focused Integrator with High Control** – You experience blending as positive, and feel more efficient and in control when you are constantly shifting your attention and energy between work and family or nonwork activities. You are able to control your accessibility to others and have the latitude to determine when, where, and how you will transition between your work and family responsibilities, both of which are extremely important to you.
- **Dual Focused Integrator with Midlevel Control** – You blend work and nonwork activities during the day, but not necessarily out of personal preference. You sometimes experience blending as negative, but often find it to be pleasing. You may want to have more separation between roles so that you can better meet your work and family needs.
- **Dual Focused Integrator with Low Control** – You may experience blending as negative and stressful. You may not feel in control over shifting your attention and energy between work and family or nonwork activities. Work and personal-life demands habitually feel at odds. You may feel that you are constantly putting out a fire or reacting to an external cue. You may feel pulled in different directions and constantly needed by others. The difficulty you experience adapting your boundaries makes it stressful meeting the needs of both work and family. You may feel like you are not very successful at managing either work or personal roles and take on some depressive symptoms.
- **Other Focused Integrator with High Control** – You experience blending as positive, and feel more efficient and in control when you are constantly shifting your attention and energy between work and family or personal activities. You have the latitude to create the opportunity to pursue interests outside of work and family.
- **Other Focused Integrator with Midlevel Control** – You blend work and personal activities during the day, but not necessarily out of personal preference. You sometimes experience blending as negative, but often find it to be pleasing. You may want to have more separation between roles. You would like greater latitude to create the opportunity to pursue interests outside of work and family.
- **Other Focused Integrator with Low Control** – You may experience blending as negative and stressful. You may not feel in control over shifting your attention and energy between work and family or personal activities. Work and personal-life demands habitually feel at odds. You may feel that you are constantly putting out a fire or reacting to an external cue. The constant transitioning of roles may be stressful. You don't have the control you would like over how you divide your time between work, family, and other personal interests.
- **Work Focused Separator with High Control** – You feel in control of your ability to shift attention and energy between work and family or personal activities and give your best

focused energy to each as needed. Home is home and work is work—and you really like living this way.

- **Work Focused Separator with Midlevel Control** – You might like to have more control over when and how you attend to work and family roles. Separating your time and roles allows you to have greater focus. You feel that you don't have quite the latitude you would like to adjust the amount of time you devote to work.
- **Work Focused Separator with Low Control –** You do not feel in control over shifting your attention and energy between work and family activities—you feel that the clock has too much control over your life. You might like to be able to choose a little more when you separate between work or family roles, but lack this control either due to an inflexible work situation (long commute, heavy travel schedule, inflexible job) or family situation (lack of support or help for family demands or ability to have some personal time). The lack of ability to control when you separate is sometimes stressful for you, especially if you are unable to focus on work.
- **Family Focused Separator with High Control** – You feel in control of your ability to shift attention and energy between work and family activities and give your best focused energy to each as needed. Family time is for family and work time is for work—and you really like living this way.
- **Family Focused Separator with Midlevel Control** – You experience separation between work and family roles as positive; however, you might like to have more control over when and how you attend to work and family roles. Separating your time and roles allows you to have greater focus. You would like to have a little more flexibility in how you fashion your life.
- **Family Focused Separator with Low Control** - You do not feel in control over shifting your attention and energy between work and family activities. You might like to be able to choose a little more separation of work or family roles, but lack this control either due to an inflexible work situation (long commute, heavy travel schedule, inflexible job) or family situation (lack of support or help for family demands or ability to have some personal time). The lack of ability to control separation, particularly to focus on family, is sometimes stressful or creates problems for you as it fragments your family and work roles. The lower control over your work makes it difficult for you to focus on family the way you would like to.
- **Dual Focused Separator with High Control** – You feel in control of your ability to shift attention and energy between work and family activities and give your best focused energy to each as needed. Family time is for family and work time is for working—and you like living this way.
- **Dual Focused Separator with Midlevel Control** – You experience separation between work and family roles as positive; however, you might like to have more control over when and how you attend to work and family roles. Separating your time and roles allows you to have greater focus. You would like to be able to have a little more flexibility in managing control over boundaries to help you separate when you need to focus on one role, because both work and family are so important to you and you want to give each your best when needed.

- **Dual Focused Separator with Low Control** – You do not feel in control over shifting your attention and energy between work and family or other activities. You might like to be able to have greater control to be able to separate when needed on work or family roles, but lack this control either due to an inflexible work situation (long commute, heavy travel schedule, inflexible job) or family situation (lack of support or help for family demands or ability to have some personal time). The lack of ability to separate when you would like to sometimes creates problems for you as it fragments your family and work roles and creates feelings of stress for someone so focused on separating work and family.
- **Other Focused Separator with High Control** – You feel in control of your ability to shift attention and energy between work and family or personal activities and give your best focused energy to each as needed. Personal time is personal time, family time is for family, and work time is for work—and you like living this way. You have the latitude to create the opportunity to pursue interests outside of work and family.
- **Other Focused Separator with Midlevel Control** – You experience separation between work and family roles as positive; however, you might like to have more control over when and how you attend to work and family roles and time for personal life pursuits. Separating your time and roles allows you to have greater focus on your outside interests. You would like to be able to have a little more flexibility to separate when you want to focus on your personal interests.
- **Other Focused Separator with Low Control** - You do not feel in control over when you can separate boundaries. You might like to be able to choose a little more separation of your roles, but lack this control either due to an inflexible work situation (long commute, heavy travel schedule, inflexible job) or personal situation (lack of support or help for family demands or ability to have some personal time). The lack of ability to separate is sometimes stressful or creates problems for you as you feel pulled in different directions. You don't have the control you would like over how you divide your time between work, family, and other interests.
- **Work Focused Work Firster with High Control** – You feel in control of your ability to shift attention and energy between work and family or personal activities. You choose to give your best and most focused energy primarily to work.
- **Work Focused Work Firster with Midlevel Control** – You might like to have more control over when and how you attend to work and family roles. Separating your work time and roles allows you to have greater focus on them, and allowing work to interrupt family time enables you to accomplish more at work. You feel that you don't have quite the latitude you would like to adjust the amount of time you devote to work.
- **Work Focused Work Firster with Low Control** – You do not feel in control over shifting your attention and energy between work and family activities—you feel that the clock has too much control over your life. You might lack control either due to an inflexible work situation (long commute, heavy travel schedule, inflexible job) or family situation (lack of support or help for family demands or ability to have some personal time). The lack of ability to control when you separate, particularly to focus on work, is sometimes stressful for you.

- **Family Focused Work Firster with High Control** – You feel in control of your ability to shift attention and energy between work and family activities. You give your best focused energy primarily to work. While family time is important to you, work comes first—and you like living this way.
- **Family Focused Work Firster with Midlevel Control** – You might like to have more control over when and how you attend to work and family roles. Separating your work time and work roles allows you to have greater focus on them. You would probably like to have a little more flexibility in how you fashion your life.
- **Family Focused Work Firster with Low Control** – You do not feel in control over shifting your attention and energy between work and family activities. You might like to be able to choose a little more separation of work or family roles, but lack this control either due to an inflexible work situation (long commute, heavy travel schedule, inflexible job) or family situation (lack of support or help for family demands or ability to have some personal time). The lack of ability to control separation, particularly to focus on family, is sometimes stressful or creates problems for you as it fragments your family and work roles.
- **Dual Focused Work Firster with High Control** – You feel in control of your ability to shift attention and energy between work and family activities. You give your best focused energy primarily to work. While family time is important to you, work comes first—and you like living this way.
- **Dual Focused Work Firster with Midlevel Control** – You might like to have more control over when and how you attend to work and family roles. Separating your work time and work roles allows you to have greater focus on them. You would probably like to have a little more flexibility in how you fashion your life.
- **Dual Focused Work Firster with Low Control** – You do not feel in control over shifting your attention and energy between work and family activities. You might like to be able to choose a little more separation of work or family roles, but lack this control either due to an inflexible work situation (long commute, heavy travel schedule, inflexible job) or family situation (lack of support or help for family demands or ability to have some personal time). The lack of ability to control separation, particularly to focus on family, is sometimes stressful or creates problems for you as it fragments your family and work roles.
- **Other Focused Work Firster with High Control** – You feel in control of your ability to shift attention and energy between the various roles you play. You have the latitude to create the opportunity to pursue interests outside of work and family.
- **Other Focused Work Firster with Midlevel Control** – You might like to have more control over when and how you attend to work and family roles. Separating your time and roles allows you to have greater focus on your outside interests. You would like to have a little more flexibility to separate when you want to focus on your personal interests.

- **Other Focused Work Firster with Low Control** – You do not feel in control over shifting your attention and energy between roles and activities. You might like to be able to choose a little more separation of work or family roles, but lack this control either due to an inflexible work situation (long commute, heavy travel schedule, inflexible job) or family situation (lack of support or help for family demands or ability to have some personal time). The lack of ability to control separation, particularly to focus on family, is sometimes stressful or creates problems for you as it fragments your family and work roles.
- **Work Focused Family Firster with High Control** – You feel in control of your ability to shift attention and energy between work and family activities. You give your best focused energy primarily to family. While work is important to you, family comes first—and you like living this way.
- **Work Focused Family Firster with Midlevel Control** – You might like to have more control over when and how you attend to work and family roles. Separating your family time and roles allows you to have greater focus on them. You would probably like to have a little more flexibility in how you fashion your life.
- **Work Focused Family Firster with Low Control** – You do not feel in control over shifting your attention and energy between work and family activities. You might like to be able to choose a little more separation of work or family roles, but you lack this control either due to an inflexible work situation (long commute, heavy travel schedule, inflexible job) or family situation (lack of support or help for family demands or ability to have some personal time). The lack of ability to control separation, particularly to focus on work, is sometimes stressful or creates problems for you as it fragments your family and work roles.
- **Family Focused Family Firster with High Control** – You feel in control of your ability to shift attention and energy between work and family or personal activities. You choose to give your best and most focused energy primarily to your family.
- **Family Focused Family Firster with Midlevel Control** – You might like to have more control over when and how you attend to work and family roles. Separating to protect your family time from work interruptions allows you to have greater focus on your family. You feel that you don't have quite the latitude you would like to adjust how you spend your time.
- **Family Focused Family Firster with Low Control** – You do not feel in control over shifting your attention and energy between work and family activities—you feel that the clock has too much control over your life. You might lack control either due to an inflexible work situation (long commute, heavy travel schedule, inflexible job) or family situation (lack of support or help for family demands or ability to have some personal time). The lack of ability to control when you separate, particularly to focus on family, is sometimes stressful for you.
- **Dual Focused Family Firster with High Control** – You feel in control of your ability to shift attention and energy between work and family activities. You give your best focused energy primarily to family. While work is very important to you, family comes first—and you like living this way.

- **Dual Focused Family Firster with Midlevel Control** – You might like to have more control over when and how you attend to work and family roles. Separating your family time and roles allows you to have greater focus on them, but you may want more time and energy for work as well. You would probably like to be able to have a little more flexibility in how you manage the boundaries between work and family.
- **Dual Focused Family Firster with Low Control** – You do not feel in control over shifting your attention and energy between work and family activities. You might like to be able to choose a little more separation of work or family roles, but lack this control either due to an inflexible work situation (long commute, heavy travel schedule, inflexible job) or family situation (lack of support or help for family demands or ability to have some personal time). The lack of ability to control separation, particularly to focus on work, is sometimes stressful or creates problems for you as it fragments your family and work roles.
- **Other Focused Family Firster with High Control** – You feel in control of your ability to shift attention and energy between the various roles you play. You have the latitude to create the opportunity to pursue interests outside of work and family.
- **Other Focused Family Firster with Midlevel Control** – You might like to have more control over when and how you attend to work and family roles. Separating your time and roles allows you to have greater focus on your outside interests. You would like to have a little more flexibility to separate when you want to focus on your personal interests.
- **Other Focused Family Firster with Low Control** – You do not feel in control over shifting your attention and energy between roles and activities. You might like to be able to choose a little more separation of work or family roles, but lack this control either due to an inflexible work situation (long commute, heavy travel schedule, inflexible job) or family situation (lack of support or help for family demands or ability to have some personal time). The lack of control to focus on your personal interests may be particularly frustrating for you.
- **Work Focused Cycler with High Control** – You control your boundaries to sometimes blend your work and personal life when you need to or to separate and work long hours to meet a work deadline (or, conversely, integrate work with family life). You enjoy the benefit of being able to control when you integrate boundaries and when you separate.
- **Work Focused Cycler with Midlevel Control** – You would like more control over how you manage cycles of time to manage the peaks and valleys of time demands for your job or family. Occasionally you feel forced to separate work from family (or the reverse) when you would like to integrate boundaries. In other instances, you are forced to integrate work and personal life boundaries when you would prefer more separation during that particular period of time to allow you to better focus on work.

- **Work Focused Cycler with Low Control** – You face timing issues, likely because your job or family life has peak high-demand periods during which you lack control over how you can manage boundaries to engage in work and personal life. You are not able to control your boundaries when you want to be able to focus separately on job or family in order to give your best to each, and you also lack control when you would like to be able to more highly integrate work and personal demands by multitasking your time and priorities.
- **Family Focused Cycler with High Control** – You can control your boundaries to sometimes blend work and personal life when you need to or to separate and work long hours to meet a work deadline (or, conversely, integrate work with family life to attend to a personal life demand). You enjoy the benefit of being able to control when you integrate boundaries and when you separate, depending on what is happening on the job or home front.
- **Family Focused Cycler with Midlevel Control** – You would like more control over how you manage time to engage with your job or family. Occasionally you feel forced to separate work from family (or the reverse) when you really would like to blend and integrate boundaries. In other instances, you feel forced to integrate work and personal life boundaries when you would prefer more separation during that particular peak cycle of family time (for example, when a divorced parent has a noncustodial child visit during the summer or holiday season) to allow you to focus better. You would prefer greater flexibility in meeting the needs of your family.
- **Family Focused Cycler with Low Control** – You face timing issues, likely because your job or family life has peak demand periods. You feel unable to control when you can focus separately on job or family in order to give your best to each, and you also lack control when you would like to integrate work and family demands by multitasking your time and priorities. You feel stressed at times when you cannot adapt your schedule to meet family needs.
- **Dual Focused Cycler with High Control** – You control your boundaries to blend work and personal life when you need to or to separate and work long hours to meet a work deadline (or, conversely, integrate work with family life to attend to a personal life demand). You enjoy the benefit of being able to control when you blend boundaries and when you separate, depending on what is happening on the job or home front.
- **Dual Focused Cycler with Midlevel Control** – You would like more control over how you manage time. Occasionally you feel forced to separate work from family (or the reverse) due to high demands when you would like more control to blend and integrate boundaries. In other instances, you feel forced to integrate work and personal life boundaries when you would prefer more separation to allow you to focus better on both your work and family roles.
- **Dual Focused Cycler with Low Control** – You face timing issues, likely because your job or family life has peak demand periods when you lack control over how you can manage boundaries. You feel unable to control when you focus on job or family in order to give your best to each, and you also lack control when you would like to integrate work and personal demands by multitasking your time and priorities. Your dual investment in

both your work and family and low control can make it difficult to feel that you are living up to your own expectations in either role.

- **Other Focused Cycler with High Control** – You control your boundaries to manage work cycles of when you need to integrate work and personal life or to separate and work long hours to meet a work deadline (or, conversely, take time off from work to attend to a personal life demand). You enjoy the benefit of being able to control when you integrate boundaries and when you separate, depending on what is happening on the job, home, or other fronts.
- **Other Focused Cycler with Midlevel Control** – You would like more control over how you manage time to engage with your job, family, or outside interests. Occasionally you feel forced to separate work from your personal life (or the reverse) due to high demands when you would like more control to integrate boundaries. In other instances you feel forced to integrate boundaries when you would prefer more separation during that particular period of time to allow you to focus better. You would like greater latitude to control the timing of when you pursue interests outside of work and family.
- **Other Focused Cycler with Low Control** – You face timing issues, likely because your job or family life has peak demand periods when you lack control over how you manage boundaries. You are unable to control when you can focus on your job, family, or other interests, and you also lack control over when you can integrate the various aspects of your life by multitasking your time and priorities. You don't have the control you would like over how you divide your time between work, family, and other interests.