

Part Two: Individual Behavior in Organizations

6 The Challenge of Work-Life Balance

00:33:01:19 --:--:--:--

- It's 7:00 AM,

00:33:02:16 --:--:--:--

and even before Cliff Pollan
has brushed his teeth,

00:33:04:27 --:--:--:--

he's already emailed Europe.

00:33:06:12 --:--:--:--

- A lot of time is dedicated
to work,

00:33:08:04 --:--:--:--

and this new economy
hasn't made that easier.

00:33:10:08 --:--:--:--

It's made it harder.

00:33:11:12 --:--:--:--

- As CEO of a internet company,

00:33:12:27 --:--:--:--

Cliff clocks 70 hours a week,

00:33:14:10 --:--:--:--

manages a staff of 300,

00:33:15:16 --:~:~:~:~:~

travels the world,

00:33:16:18 --:~:~:~:~:~

and struggles to hit earnings

00:33:18:03 --:~:~:~:~:~

in a hyper competitive
marketplace.

00:33:19:26 --:~:~:~:~:~

He does earn
a six-figure salary,

00:33:21:16 --:~:~:~:~:~

but downtime doesn't exist.

00:33:22:29 --:--:--:--

- Everything is moving
a lot faster,

00:33:24:22 --:--:--:--

that the family and, you know,
sort of business piece

00:33:27:04 --:--:--:--

is intermingled
at all times,

00:33:28:21 --:--:--:--

both cell phones,
pagers, evenings, nights.

00:33:30:25 --:--:--:--

Everybody's working
around the clock.

00:33:32:22 --:--:--:--

- And experts say
while technology

00:33:34:05 --:--:--:--

is feeding the economy,

00:33:35:13 --:--:--:--

it's also feeding the frenzy.

00:33:36:28 --:--:--:--

- Email essentially
now makes it possible

00:33:38:28 --:--:--:--

for me to spin off
a question to you,

00:33:40:20 --:--:--:--

and I expect you to respond

00:33:42:00 --:--:--:--

and I'm upset
if you don't respond,

00:33:43:22 --:--:--:--

say, within 30 minutes.

00:33:45:00 --:--:--:--

So the whole dynamic
of communication

00:33:46:26 --:--:--:--
is really driving a kind of--

00:33:48:09 --:--:--:--
there's no time to reflect
on how you're gonna respond.

00:33:50:24 --:--:--:--
There's no time to even,
you know, take a break

00:33:52:28 --:--:--:--
from the questioning themselves.

00:33:54:18 --:--:--:--
- Cliff's wife Peggy
never gets a break either.

00:33:56:23 --:--:--:--
She's a psychotherapist

00:33:57:28 --:--:--:--
counseling patients
four days a week,

00:33:59:22 --:--:--:--
and to compensate for her
husband's overtime,

00:34:01:28 --:--:--:--
she carts work home
at night,

00:34:03:13 --:--:--:--
trying to balance billing
with her daughter's homework.

00:34:06:01 --:--:--:--
- Fish bowl.

00:34:06:25 --:--:--:--
- Um, una pecera.

00:34:07:24 --:--:--:--
- Sometimes I'll walk
in the door,

00:34:09:14 --:--:--:--
and I'm preoccupied

00:34:10:19 --:--:--:--
and I'm either nervous
or I have to get on the phone.

00:34:12:29 --:--:--:--
And for me to be able to have
to continue a conversation

00:34:15:13 --:--:--:--
when the kids are home
is very hard.

00:34:17:05 --:--:--:--
- You retire one project which
you've worked very hard on,

00:34:19:23 --:--:--:--
and ther'es another one
righ behind it

00:34:21:19 --:--:--:--
that you have to work
very hard on.

00:34:23:09 --:--:--:--
So there's not a sense
that you can,

00:34:25:01 --:--:--:--
you know, let up and breathe,

00:34:26:14 --:--:--:--
or a light at the end
of the tunnel, as it were,

00:34:28:17 --:--:--:--
except maybe as a train
headed right at you.

00:34:30:18 --:--:--:--
- As the kids also struggle
to understand the stress,

00:34:33:00 --:--:--:--
12-year-old Jenny wishes dad
would sell his company.

00:34:35:12 --:--:--:--
- He missed the first day
of school this year.

00:34:37:15 --:--:--:--
He thought it was, like,
the day after,

00:34:39:11 --:--:--:--
so he, like,
wasn't there.

00:34:40:23 --:--:--:--
- When he gets home from work,
he's like,

00:34:42:20 --:--:--:--
"The stock went down to 1."

00:34:44:00 --:--:--:--
[chuckles]

00:34:44:24 --:--:--:--
It never seems to go up.

00:34:46:00 --:--:--:--
- Which begs the question,
is it all worth it?

00:34:48:03 --:--:--:--
Why do so many work so hard

00:34:49:12 --:--:--:--
with so little left
at the end of the day.

00:34:51:09 --:--:--:--
Cliff has been missing dinner
with his wife and kids

00:34:53:20 --:--:--:--
for ten years.

00:34:54:17 --:--:--:--
- I don't think
it's gonna change.

00:34:56:07 --:--:--:--
I sometimes--I sort of fantasize
about in-between times,

00:34:58:26 --:--:--:--

like maybe there'll be
six months to a year

00:35:00:26 --:--:--:--

when you--
when he...

00:35:02:02 --:--:--:--

you know, sort of takes off.

00:35:03:14 --:--:--:--

And I fantasize about that.

00:35:04:26 --:--:--:--

- I don't know that I've got it
sort of exactly right,

00:35:07:07 --:--:--:--

'cause you're always,

00:35:08:08 --:--:--:--

"Well, there's
a little more I could."

00:35:10:04 --:--:--:--

And then I have, you know,
three voices

00:35:11:23 --:--:--:--

in the back of my head that say,
"You're doing it too much,"

00:35:14:11 --:--:--:--

and, "How do you make
that time?"

00:35:16:00 --:--:--:--

So it's a real balance,

00:35:17:06 --:~:~:~:~:~

and I think you got
to keep thinking about it

00:35:19:07 --:~:~:~:~:~

to get the perspective
on it.

00:35:20:22 --:~:~:~:~:~

I don't think
I've got it down yet.