



NHRMA 24

86TH ANNUAL CONFERENCE + TRADESHOW

CS36

Leveraging Parental Leave: Coaching to Maximize Your Leadership Bench Strength



CENTER FOR
Parental Leave
Leadership™

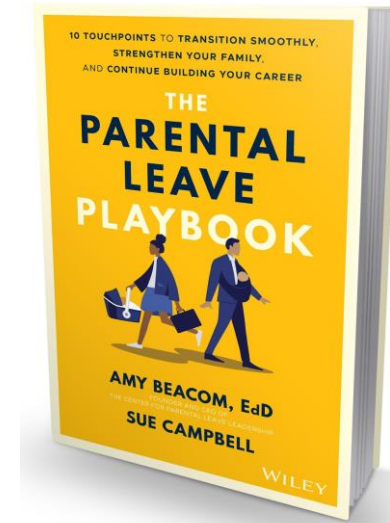
Leveraging Parental Leave Coaching to Maximize Your Leadership Bench Strength

Dr. Amy Beacom
Founder and CEO
Center for Parental Leave Leadership



Amy Beacom, EdD

Founder and CEO
Center for Parental Leave Leadership



For over a decade, CPLL has helped organizations of all sizes improve the retention, development, and engagement, of their most valuable asset - their employees - through one of the most pivotal career and life stages: the transition from *working-person to working-parent*™.

Email: info@cplleadership.com



Why does coaching matter?

Companies with robust parental leave policies and return-to-work programs (like coaching) see a **94%** retention rate among new mothers, compared to **67%** in companies with minimal support.



Source: Society for Human Resource Management (SHRM) (Matos, K., & Galinsky, E., 2014).



Roughly 80% of employees become a parent at some point in their career.



CENTER FOR
Parental Leave
Leadership™

There is a shifting narrative on parental leave

Parental leave is not:

- ✗ *A black hole in a person's life and career*
- ✗ *Only for mom's having babies*
- ✗ *A vacation*
- ✗ *Just for people who work in big companies*
- ✗ *Simply a policy benefit*



There is a shifting narrative on parental leave

Parental leave *is*:

- ✓ *For ALL parents*
- ✓ *About all stakeholders*
- ✓ *Vital to personal and professional development*
- ✓ *A 3-phase transition that happens over time*

The 3-phases of parental leave



Thoughtful parental leave practice is the new standard for top employers. Policy + Practice = Transformation.



“Parental Leave is your most overlooked talent development and culture improvement opportunity.”

-Dr. Amy Beacom



CENTER FOR
Parental Leave
Leadership™

The parental leave transition offers a rich opportunity to...

1. Empower the new parent to evaluate their environment, skills, strategies, and support systems to identify transition needs, growth areas, and career development pathways.
2. Assess existing workflows, agility, and resilience.
3. Develop coverage team expertise and abilities.
4. Develop manager leadership and communication skills.
5. Identify gaps in support, knowledge, and access to resources.
6. Strengthen relationships and coordination among managers and teams.



Imagine if Organizations:

- Asked what could be improved & fixed it?
- Had a clear off-boarding, away, *and* on-boarding process?
- Explored & fixed pay and comp impacts?
- Understood gaps in managerial knowledge and support - then filled them?
- Harnessed this time to support personal and professional development?



It would be nothing short of a cultural transformation.

AND would make more effective, inclusive, and stable work organizations.



CENTER FOR
Parental Leave
Leadership™

Employee Experience

- Greater employer loyalty¹
- Higher job satisfaction¹
- More equitable access to positive leave experiences within the organization²

“The leave process was not clear. Nothing worked well...It was so awful.”²

“There were no written rules so I was lucky that I was supported in every way by my [workplace].”²

“*I felt cared for, checked in on, and had boundaries respected.*”²

“No matter how much I prepare and have things in order, it seems like it is not enough and I am made to feel guilty and as if I am not a team player.”²

¹(Harrington et al. 2019), ²(Pytlovany et al., in preparation)

Organizational Outcomes

Recruitment

77% said the amount of parental leave would **influence their decision in choosing one employer over another**¹

Retention

75% surveyed report being **more likely to stay** with an employer because of good leave policy²

When Google increased leave from 12-18 weeks it **reduced turnover of new moms by 50%**³

Performance

Evidenced by private company⁴ and existing state-level programs^{5,6}

¹(Deloitte Parental Leave Survey, 2016), ²(Harrington et al., 2019), ³(Schulte et al., 2017)), ⁴(Gray, 2002), ⁵ (Appelbaum & Milkman, 2011), ⁶(Bartel et al, 2021)

Defining Parental Leave

Old definition:

Time away from work for a mom to birth a new baby.

Newish definition:

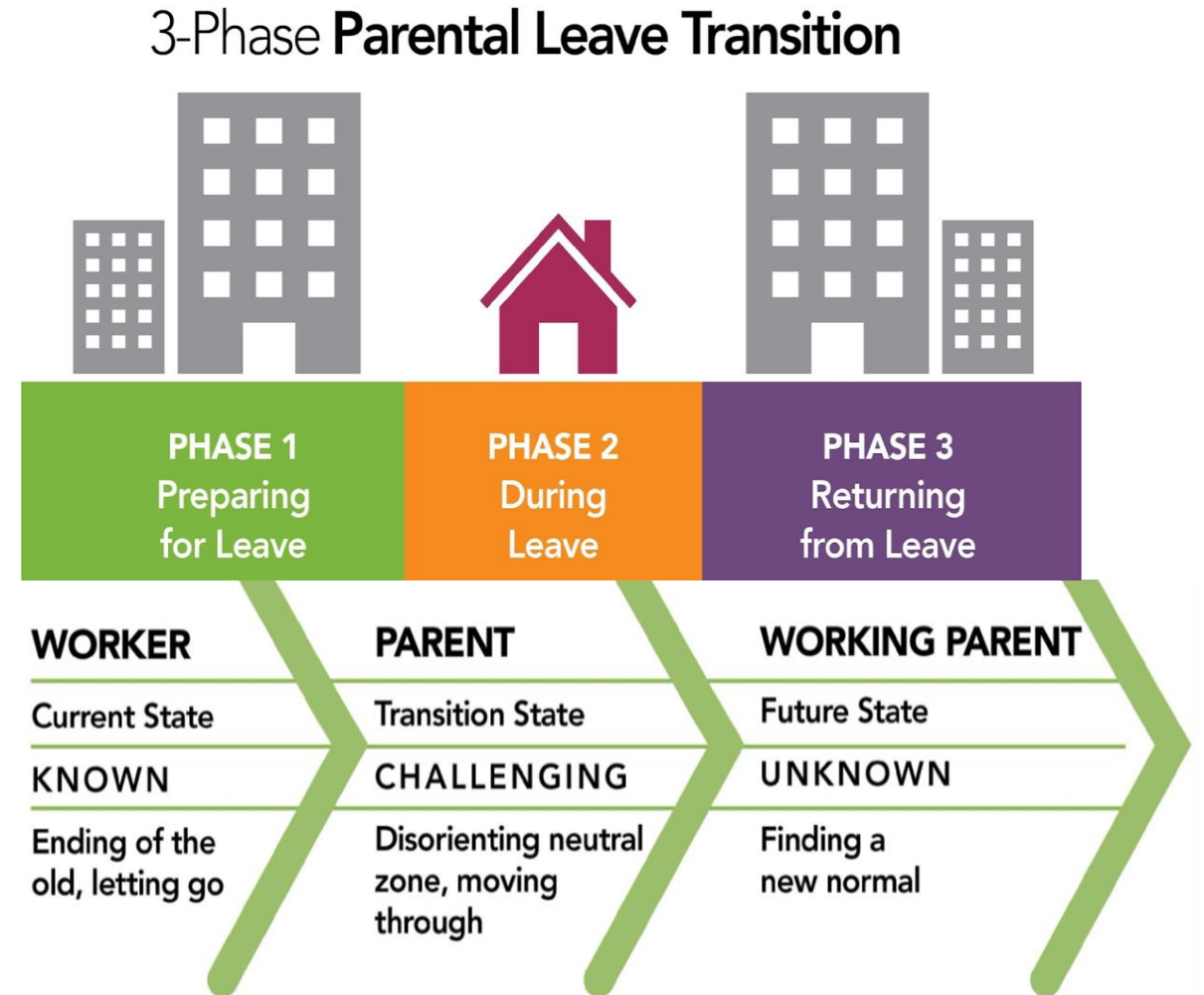
Time away from work for all parents to welcome a newborn, newly-adopted child, or newly placed foster child.



Defining Parental Leave in Practice

A three-phase personal and professional transition that includes:

- Preparing for leave
- During leave
- Returning from Leave



RETAIN Parental Leave Coaching™ (an acronym)

Relate

Build a trusting relationship

Explore

Uncover issues & problem solve

Tailor

Customize to company & individual

Assess

Conduct transition & needs assessment

Instruct

Share expertise & build skills

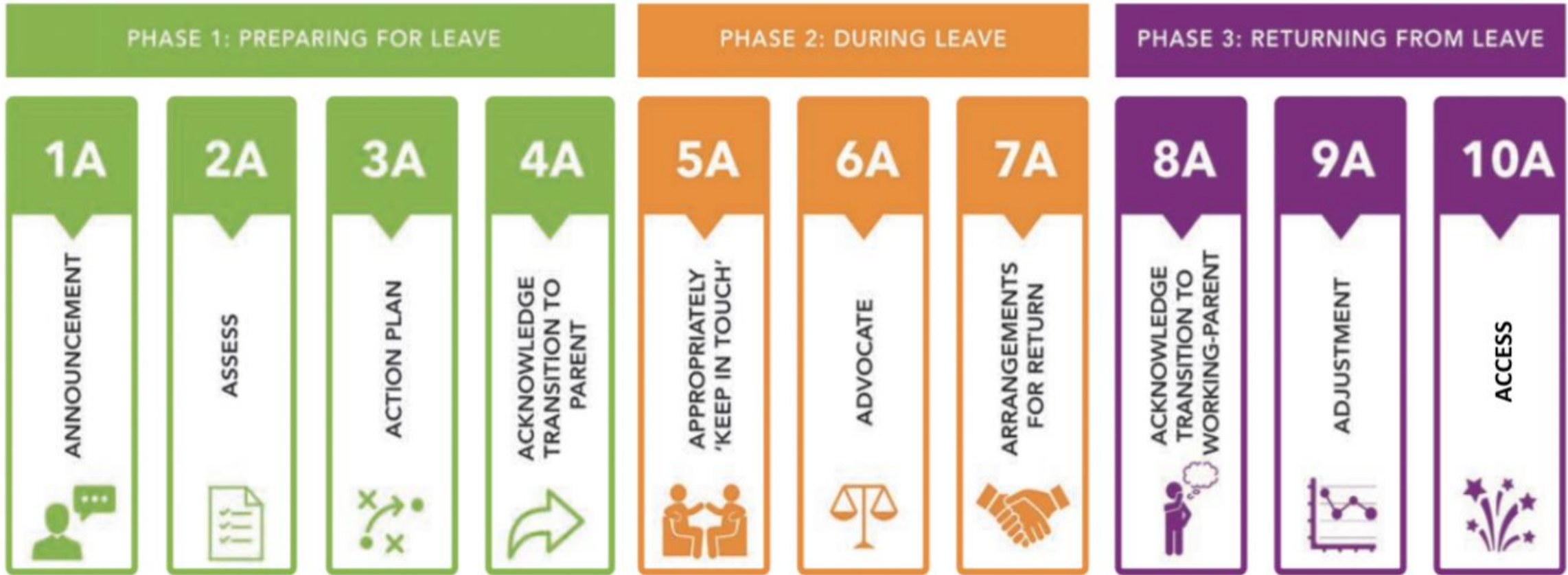
Next Steps

Create a 3-Phase actionable plan

Source: Center for Parental Leave Leadership



THE 10A TRANSITION TOUCHPOINTS FRAMEWORK™



Planned Coaching Assures:

Alignment

Communication

Empowerment

Preparedness for the unexpected

Work-life integration



CENTER FOR
Parental Leave
Leadership™

Phase 1: Preparing for Leave



1 ANNOUNCEMENT

When your direct report announces they are going to become a parent, there are **lots of ways to respond...**



1 ANNOUNCEMENT

“**Congratulations**” is the best response. It sets the tone for you and your direct report to work as a team and successfully manage their transition to parenthood.



2ASSESS

Your employee's ability to navigate the transition successfully depends on their ability to self-assess their **strengths and limitations** in transition.



2ASSESS

Encourage employees to take the time to assess their assets and liabilities using our **6S System™**



2ASSESS

Your **6S System for Transition Success**™



1 SITUATION



2 SELF



3 SUPPORTS



4 STRATEGIES



5 SABOTAGES



6 SUGGESTIONS




3 ACTION PLAN

- Shared planning conversation
- Reference document



3ACTION PLAN

Your role:
**communication
 and coordination**



This tool was created to help facilitate the parental leave transition by the experts at the Center for Parental Leave Leadership. Each tab will help you plan different components of your leave and ensure you are supported and ready to meet the joys and challenges of welcoming your new child!

INSTRUCTIONS:
 Please use this grid to capture your key information, both now and upon your return. Update as any changes arise.

New Parent Key Information

Your Name	Insert name
Position	Your position title
Work Schedule	Full-Time/Part-Time/Flex
Manager	Insert name
HR Business Partner	Insert name
Direct Reports	Insert names
Position	Insert position

INSTRUCTIONS:
 Use this tab to think through and capture the Home and Parenthood focused Supports available to you as you transition out of work and experience full-time parenthood during leave. Notice where you may have any gaps in support and strive to fill them as best you can.

SUPPORT TYPE	WHO	WHAT	WHEN	WHERE	HOW
	Name of Support	Description of Support	Time Support is available to help (ex: daily, weekly, work hours; occasional; as required; ...)	Contact information for Support	Specific way(s) Support will help
PARTNER/SPOUSE					
FAMILY					
FRIENDS					
EXTENDED COMMUNITY Church School Neighborhood Supports ERG					

INSTRUCTIONS:
 Apply this TASCAS model to outline your PROPOSED offboarding/Leave Launch Plan - including how you will hand off your work roles and responsibilities, and to whom. It will be helpful to think of this Proposed plan as a conversation starter between you, your manager and team. In these discussions, submit a final plan prior to your leave. It will be helpful to keep the "Status" section up to date and consider any contingency planning in case your plan needs to change abruptly (see CONTINGENCY section below). NOTE: Changes in circumstances may mean that your current roles and responsibilities may be phased in way as you return. You will have a chance to consider this more in your Onboarding tab.

Workstream	Role TASKS (Responsibilities)	New ACCOUNTABILITY	Who will this transition to?	STAKEHOLDERS Impacted	CONVERSATIONS or ACTIONS needed
WORK PROJECT 1					
WORK PROJECT 2					
WORK PROJECT 3					

Considerations for **Successful Readjustment (TASCAS)**



4ACKNOWLEDGE

the transition to parent

A **new phase** in your employee's life that will impact them at work and at home.



Phase 2: During Leave



5A APPROPRIATELY

keep in touch

Refer to their leave action plan to guide communication and ensure you keep in touch appropriately while managing their cover team with **enthusiasm**.



6ADVOCATE

Stay aware of **how the new parent is considered** and discussed among colleagues and clients.

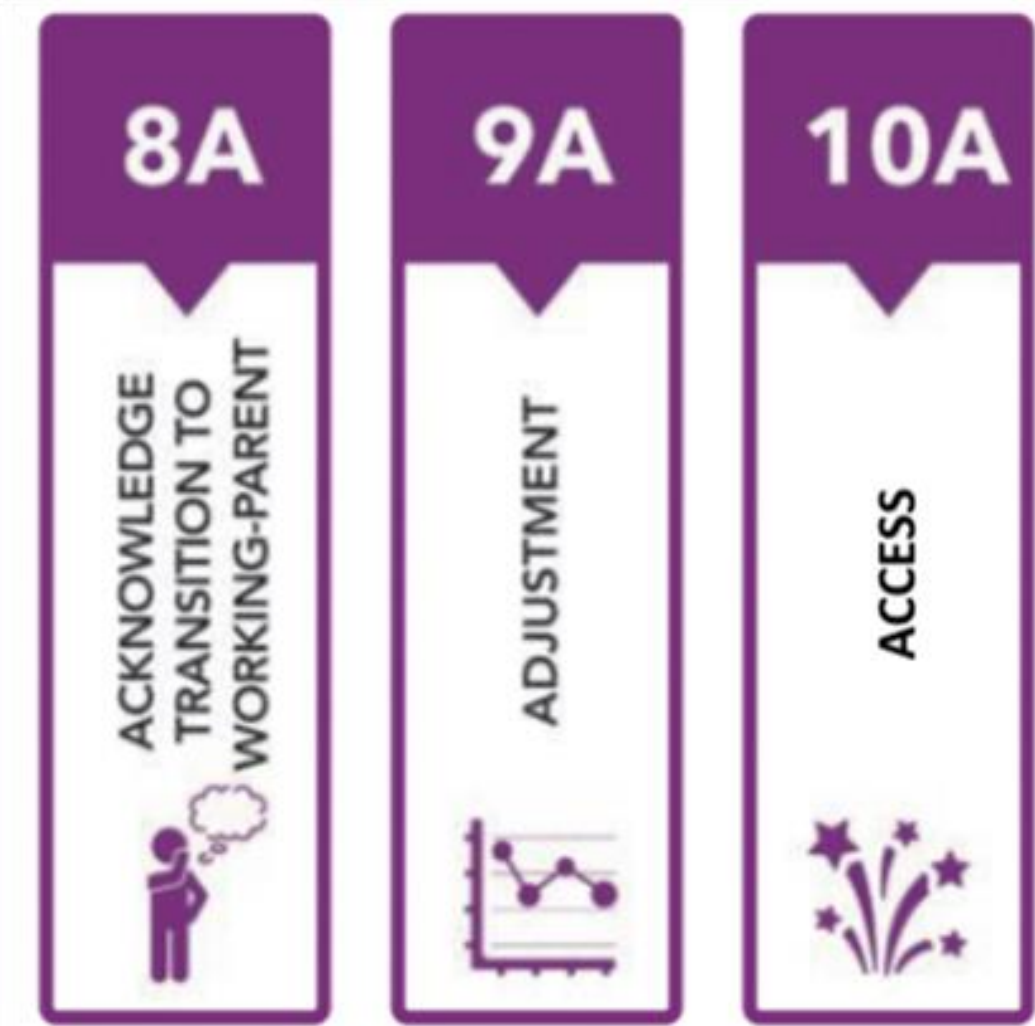


7ARRANGEMENTS for return

Ensuring that your new parent has a smooth re-entry into working parenthood requires a bit of **legwork and flexibility**, but it's worth the effort.



Phase 3: Returning from Leave



8ACKNOWLEDGE

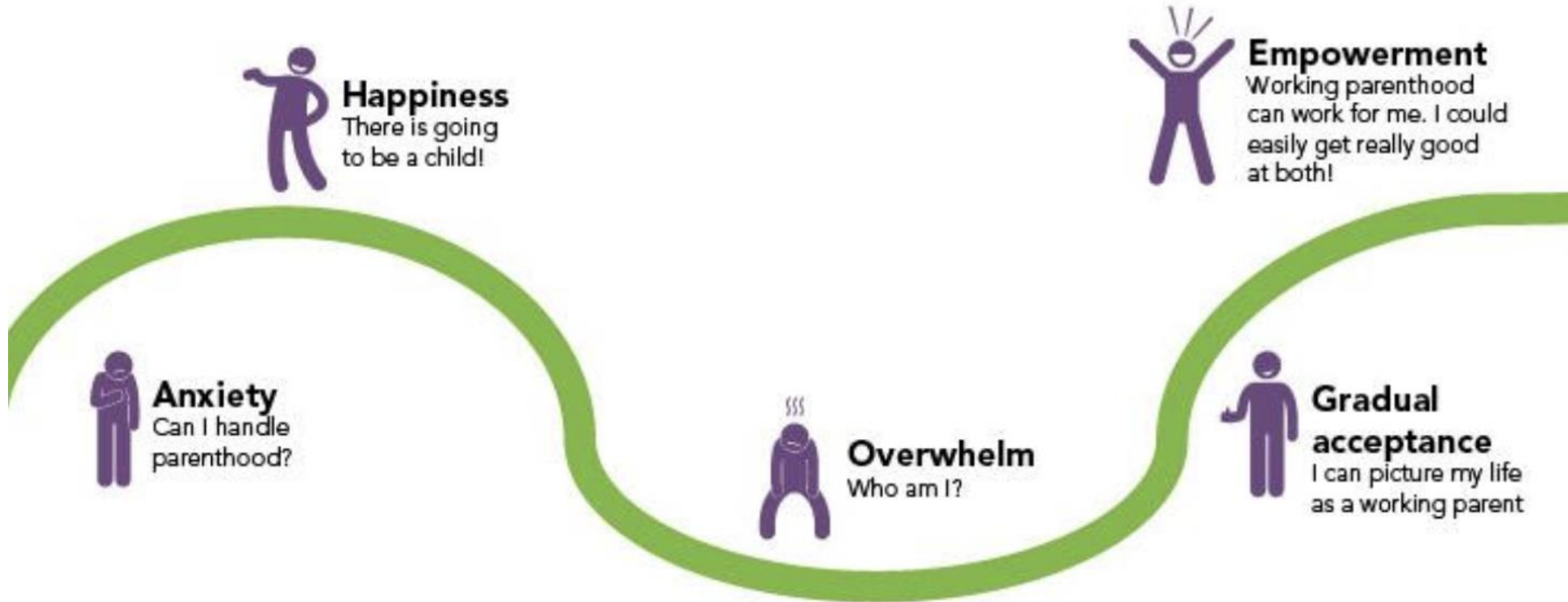
the transition to working parent

How the new parent experiences their transition to working parent will **impact their work and life** for years to come.



9ADJUSTMENT

Emotional journey to becoming a parent



9ADJUSTMENT support - initial and ongoing

Every working parent
experiences adjustment
differently.

10ACCESS ongoing Career Development



- | Schedule regular meetings with your supervisor to ensure your career aspirations are not overlooked or sabotaged. Discuss your short, mid, and long-range goals.
- | Find a working parent mentor.
- | Stay flexible in the face of new information; use this opportunity to redefine your course if need be.

THE 10A TRANSITION TOUCHPOINTS FRAMEWORK™



It's *not* rocket science, but it *is* science.

Policy + Practice
=
Transformation

Much Improved:

100%
Retention (intention to stay increased ~53%)

100%
Program Effectiveness

100%
Recommend the Program to Others

Moderately to Much Improved:

87%
Increased Sense of Being Valued by Organization

67%
Increased Health and Well-being

80%
Work/Non-Work Integration confidence

60%
Increased Confidence at Work

67%
Increased Productivity

60%
Increased use of Internal Resources

The benefits will extend to all stakeholders

For Employers:

- Improved retention
- Improved productivity
- Improved engagement
- Reduced health care costs

For Managers:

- Clear roadmap & tools for managing leave
- Improved team productivity
- Better working relationships
- Improved team communication

For Employees:

- Increased support
- Feeling of being valued
- Improved health & wellbeing
- Tools & resources to manage challenges

Again, Policy Alone is Not Enough. Add Supportive Practices, Like Coaching, that:

- Harness individual development needs.
- Enable & encourage people to take their leave.
- Foster a leave-friendly culture.
- Facilitate a smooth transition to/from leave for employees, managers, and teams.
- Recognize that leave extends beyond the time a person is away from work - to include the time preparing for and returning from leave.



RETAIN Parental Leave Coaching,
focused on these 10 critical touchpoints,
will ensure you're able to make the new
parental leave landscape work for you.

What we do at CPLL

The Center for Parental Leave Leadership, or CPLL, is the first full-service consultancy in the U.S. to focus exclusively on parental leave.

- Evidence-based approach
- Transforms how companies engage with parental leave
- Built on 25+ years of experience in executive leadership development and coaching
- Serving clients for over a decade

CPLL's employer services include:

- **Strategic Consulting:** Expert guidance to develop or improve existing policies and practices within employer organizations.
- **RETAIN Coaching™:** Evidence-based, human centered support for managers and parents to ensure a smooth leave and return transition.
- **Manager Training:** Aligned education and development to foster culture and .
- **Research Initiatives:** Audits or new research to gather pivotal data points to drive meaningful and tangible internal change.
- **Certification:** The only established parental leave coach certification for internal and external HR, Learning & Development, and Leave professionals.



Thank You for Being Here!

info@cplleadership.com



www.cplleadership.com



[cplleadership](https://www.facebook.com/cplleadership)



[@cplleadership](https://twitter.com/cplleadership)



[Center for Parental Leave Leadership](https://www.linkedin.com/company/center-for-parental-leave-leadership)



[@cplleadership](https://www.instagram.com/cplleadership)



Get started:

Contact us today to explore how you can deliver best-in-class parental leave policy and practice as a top employer.



CENTER FOR
Parental Leave
Leadership™