

4.7 Problem Map - Focus Area

This problem map consists of a zoomed-in version of the problem, a zoomed-out version, and additional sub-processes that take place in the process of finding an agreement. The zoomed-in version is still connected to broader systems that cannot be viewed separately. These can be seen as nested problems and can be found in the zoomed-in version, but they are not adaptable without considering the wickedness.

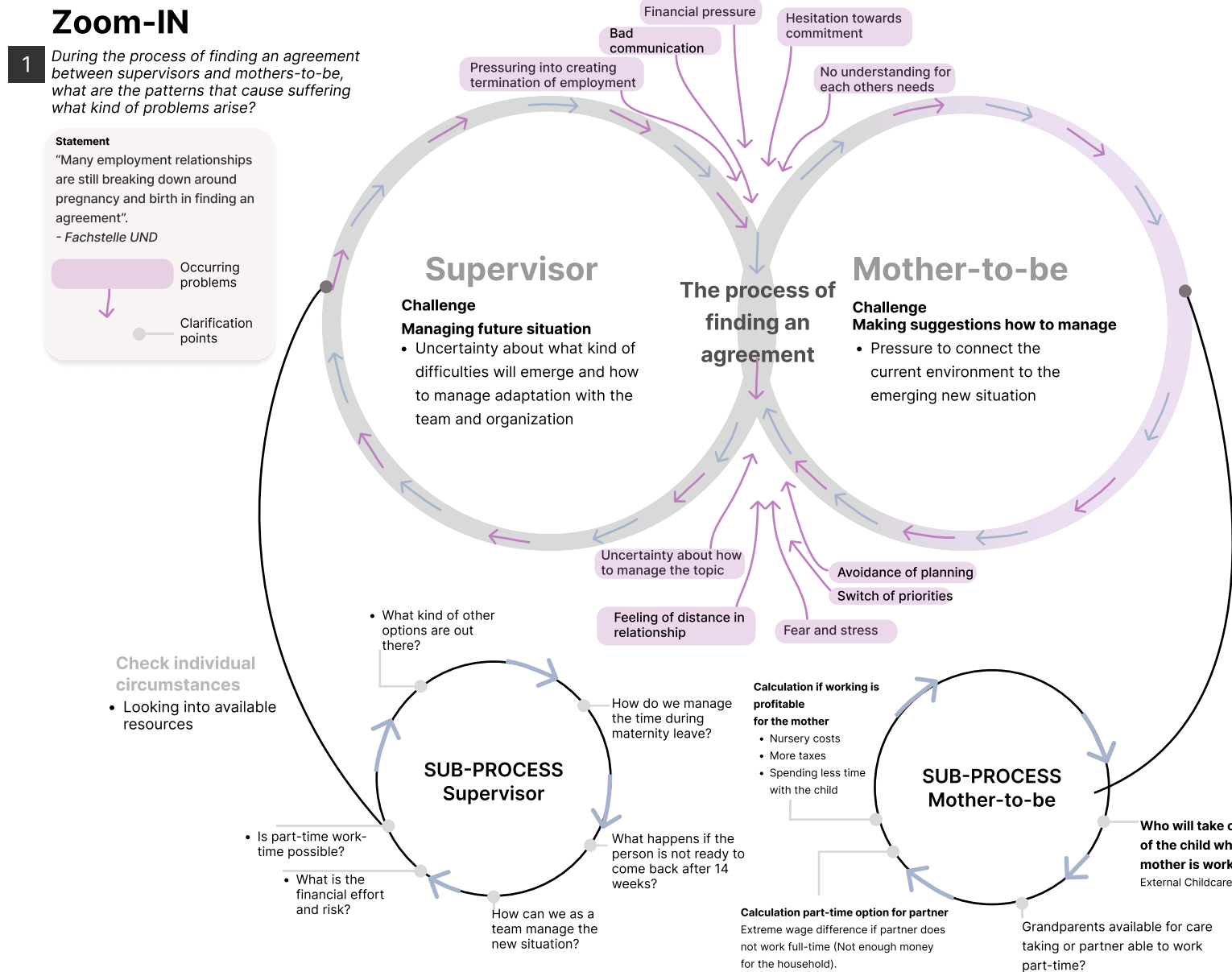
Zoom-IN

1 During the process of finding an agreement between supervisors and mothers-to-be, what are the patterns that cause suffering what kind of problems arise?

Statement
 "Many employment relationships are still breaking down around pregnancy and birth in finding an agreement".
 - Fachstelle UND

Occurring problems

Clarification points



Influences

3 What kind of factors influence the behavior of the two parties while finding an agreement?

Factors and dependencies that influence the behavior of finding an agreement

- Lack of Knowledge
- Lack of Communication
- Biases
- No clear planning
- Unsure how to interact with one another
- Incoherence between the perception of being a mother and the reality of motherhood
- Exchange about the topic of being a mother and working

Influences

- Inexperienced managing maternity leave and new situation
- Pressuring time to deal with less labor force
- Fear of financial problems
- Limited power

Dependencies

- Financial situation
- Limited power
- Organizational culture

Influences

- Uncertainty about how it is to be a mother, Vision of being a mother and reality
- Confidence and concessions - What is possible?
- Traditional family structure
- Level of education and wages
- Financial situation

Dependencies

- Family support
- Organizational culture
- Financial situation

Impacts

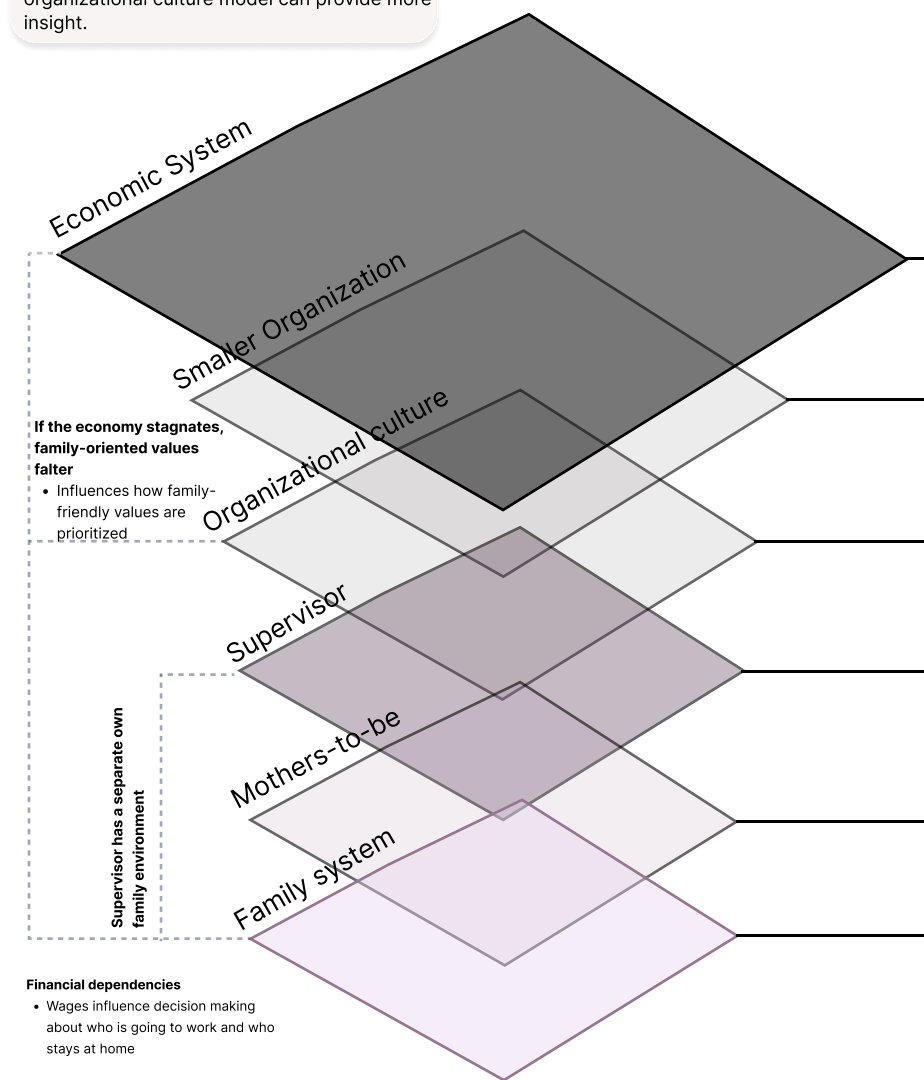
2 What kind of impacts does this have on the two parties?

- Stress can lead to poor health such as sleep deprivation, anxiety feeling overwhelmed, which can have a negative impact on the development of the future child
- Supervisors in small companies have often already a lot to manage, too much stress can lead to burn-out and can impact health
- Hurt feelings can be experienced, pressuring into signing the mutual agreement, bullying at the workplace, impulsive decisions that do not match the usual character

Zoom Out

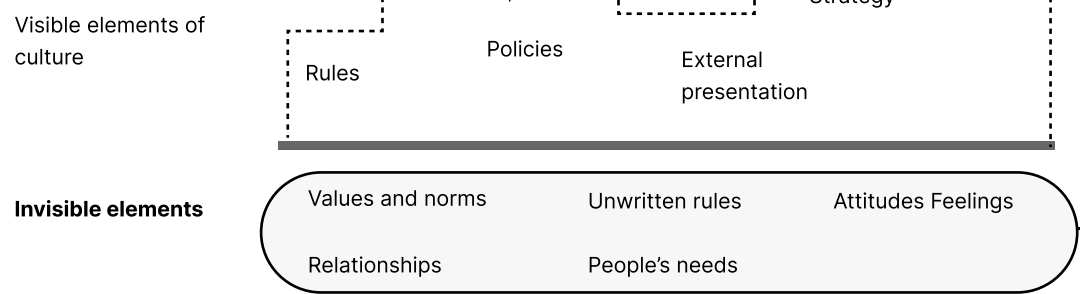
4 What are the sources of these influences and what is their underlying structure?

Both parties have dependencies that are part of broader systems. Finding an agreement involves not only these two parties, but also the organization itself, families, and individual circumstances. The expectant mother is not just part of the family system, and the supervisor is not just part of the working world; both individuals have multiple roles. To understand these influences and where they come from, the layers map and the organizational culture model can provide more insight.



Corporate culture

(Hall, 1989)



Pressure from the economic system on the organization and family system

- Pressure is driven by the dynamics and competitiveness brought about by globalization and technology.
- In times of economic stagnation, family-oriented personnel policies may not be prioritized.

Smaller Organisations - Perception of limited resources

- Limited resources to handle the absence of pregnant employees.
- Often, family-friendly policies, such as retaining mothers in their positions, are not prioritized since there are no visible immediate benefits.

Organizational culture - Influencing the way of managing

- Not promoting family-friendly values creates uncertainty around the reaction to a pregnancy announcement
- Attitudes, relationship are invisible parts of corporate culture and influence the behaviour members of the organization.

Supervisor Relationship - Hierarchical position

- Effective communication is essential for finding an agreement.
- Supervisors have to manage multiple responsibilities that can affect their own wellbeing, they can still provide support to their employees despite having limited power

Mothers' Biases towards supervisors, fear of future

- Uncertainty about how to manage the new situation of becoming a mother
- Several dependencies can affect mothers in sharing, negotiating
- Finding an agreement is considered by mothers as really difficult and stressful

Relying on the family system - Depending on individual condition

- Grandparents' availability to take care
- The family model of having a working full-time partner that bears the majority of family expenses stays persistent
- Financial situation and career crucial aspects what kind of options can be considered

Observations shared by counselling centres about current situation

Regulations help to a point
 While regulations regarding maternity leave offer some protection, they do not completely prevent terminations during pregnancy or pressure to sign a termination in mutual agreement. It is necessary to embody family friendliness in company culture rather than enforcing rules.

Shift in behaviour
 Small organisations recognises on their own need for change due to high turn over or not finding skilled labour on the market.

5 What kind of problems may be cause a lot of uncertainty for the future?

- The growing perception that companies and also Switzerland is not a family-friendly country
- When mothers do not continue to work or work part-time over many years:
 - Disconnectedness from work
 - Not being up-to-date about the industry
- Financial pressure and no financial interdependency
- One partner being under pressure to be the only provider
- Identification as a mother when kids grow up is not enough anymore
- Divorce can have an immense impact, financial downfall and leading to being dependable on social care

Growing dynamic economic environment

- Increase of pressure for both parties to work full-time