


"This book energizes and inspires me."

—Marcus Buckingham, author of *Find Your Strongest Life*

How New Findings in Positive
Psychology Can Lead to a Healthy
and Happy Work/Life Balance



What Happy Working Mothers Know

Cathy L. Greenberg, Ph.D
and Barrett S. Avigdor J.D.

Praise for *What Happy Working Mothers Know*

“*What Happy Working Mothers Know* highlights the diversity, strength, and creativity these women bring to the workplace. They can become role models for others, and their knowledge and skills add value and can help everyone bring their best to work every day.”

—Joel A. Stern, Deputy General Counsel, Accenture

“With this important book, Cathy Greenberg and Barrett Avigdor expand the strengths movement to parenting as well as work. They show that working to your strengths not only maximizes your contribution at work but it makes you a better parent as well. As a father and a leader in the strengths movement, this book energizes and inspires me.”

—Marcus Buckingham, author of *Find Your Strongest Life: What the Happiest and Most Successful Women Do Differently*

“As a working mother myself, it’s encouraging to see such a wonderful book that is relatable to all women. Delightful, inspiring, and motivating. This book really hit home for me.”

—Kim Martin, President and General Manager, WE tv

“In *What Happy Working Mothers Know*, Cathy Greenberg continues to demonstrate an outstanding intellect with impeccable credentials and experience as both an executive and a working mother. This insightful and creative book with Barrett Avigdor will contribute to a rich human harvest for both working mothers and their organizations. *What Happy Working Mothers Know* is an innovative resource for leadership.”

—Warren Bennis, Distinguished Professor of Business Administration at the Marshall School of Business, University of Southern California;
founding Chairman of Marshall School’s Leadership Institute

“Women everywhere will recognize themselves in this book. No matter where they are on the career ladder, working mothers can move beyond mere success and achieve true satisfaction: A happy, balanced life that sets a positive tone for those around them. Sounds impossible? Cathy Greenberg and Barrett Avigdor show us how in this splendid work, chock full of wisdom, anecdotes, and real-life action steps and advice.”

—Carolyn Kepcher, CEO Carolyn & Co; co-star of NBC’s *The Apprentice*

“Greenberg and Avigdor provide a mix of fact-based research, practical tools, and a large dose of high-energy inspiration to help you reach for both your happiness and your best performance every day. A groundbreaking book that will become a mainstay for working moms, those who may become working moms, and for everyone who both manages and loves working moms.”

—Sara N. King, Center for Creative Leadership

“Mothers occupy one of the top two spots on the short list of leader role models—way ahead of political leaders, business leaders, community leaders, and military leaders. That’s why it’s so vitally important that working mothers focus not just on their career success, but also on their happiness. Their moods are contagious—at home and at work—and when moms can radiate great joy wherever they are, it will go a long way to developing positive and productive people. In *What Happy Working Mothers Know*, Cathy Greenberg and Barret Avigdor shine a bright light on the leadership challenges of working mothers, offering practical tools and revealing case studies that will enable mothers to get extraordinary things done; and also to grow the future leaders we so desperately need.”

—Jim Kouzes, award-winning coauthor of the bestseller, *The Leadership Challenge*; and Dean’s Executive Professor of Leadership, Leavey School of Business, Santa Clara University

“Good leaders tap into the best in each of us. They inspire and motivate. They help us see possibilities where others see problems. This book, *What Happy Working Mothers Know*, shows that happiness is an essential element of good leadership—both at work and at home.”

—Dee Dee Myers, author of *Why Women Should Rule the World*; and former press secretary for President Bill Clinton (the first woman in that job)

“It’s great to see a book that celebrates the working mother and its benefits for the family. It truly fits into our family credo: ‘It’s all how you look at it.’”

—Dan Patrick, host of *The Dan Patrick Show*; co-host of NBC’s *Football Night in America*; and senior writer for *Sports Illustrated*; and Susan Patrick, mother of four, gourmet ice cream entrepreneur/owner of Walnut Beach Creamery

“Philips is very proud to have been an early supporter and part of the research for this book. As a global leader in our industries, we understand the power of a diverse workforce but it is not always easy to harness that power. The research that Greenberg and Avigdor have done has given us insights into new ways to tap into the incredible energy and strength of working mothers in our workforce.”

—Anne LeGrand, CEO Ultrasound, Philips Healthcare

“I have the privilege of working with hundreds of women year after year and I am thrilled to see *What Happy Working Mothers Know* touch on such an important topic. Women tend to focus on the ‘what’ they are (mother, daughter, sister, leader, co-worker, friend) but not always the ‘how’ (happy, fulfilled, joyous, passionate) Adding the concept of happiness and contentment to the equation of being a working woman is a life changer. To focus on creating contentment, abundance, and richness of spirit in the work of motherhood is not what women instinctively learn. Women are taught to sacrifice, put themselves last, and to do for everyone else. This book reminds all of us to make the happiness decision, to choose the ‘how’ our life will look and feel. Bravo!”

—Grace Killelea, VP of Talent and Leadership Initiatives, Comcast

“What Happy Working Mothers Know is filled with touching stories, clarity, and insight, which can only help build on the strengths of our Hispanic community and continue to grow our women leaders, as well as the wonderful leaders that they will raise for a brighter tomorrow.”

—Rev. Luis Cortés Jr., founder and president of Esperanza, the largest Hispanic faith-based evangelical network in the country

“One of the most important books for working mothers in the new world!”

—Marshall Goldsmith, best-selling coauthor of *What Got You Here Won't Get You There* and author of *Succession: Are You Ready?*

“This is a very important book in these turbulent times as our future is dependent on how we nurture and develop society's most valued human asset, the next generation. Cathy Greenberg and Barrett Avigdor provide an extraordinarily helpful and inspiring guide to the many woman and men who care about our future.”

—Noel Tichy, professor, University of Michigan; and author of *Judgment: How Winning Leaders Make Great Calls*

“What Happy Working Mothers Know combines the science of happiness with new findings in positive psychology to help both working mothers and the people who love them, and works with them to be their best. Greenberg and Avigdor apply data and real-world stories to celebrate the relationship between whole-brain function and decision-making for higher performance at home and on the job.”

—Shawn Anchor, Harvard University researcher; Harvard head teaching fellow; and CEO of Aspirant Consulting

“What Happy Working Mothers Know is a powerfully positive and uplifting book that can help you immediately bring more happiness into your life and the lives of others. Practical and filled with great wisdom, I highly recommend this book.”

—Daniel G. Amen, M.D., author of *Magnificent Mind at Any Age*

“As part of our commitment to creating compelling careers for women in Philips Corporation, we participated actively in the research for this book. Our investment has paid off in a book that gives practical guidance, both to employers and to individual women, as to how to maximize their productivity and success at home and at work.”

—Britt van den Berg, Director, Global Diversity and Inclusion, Philips International

“What Happy Working Mothers Know, above all else, is that happiness drives success, more than the other way around. Use the wisdom of this book to inspire you to create your happiness as a working mother, which of course is a redundant term!”

—Steve Bonner, CEO, Cancer Treatment Centers of America

“What Happy Working Mothers Know brings an exciting new concept of the contribution that leaders who are women and are mothers make to the enterprise, the organization. Leaders in all three sectors, men and women, will welcome this wisdom that benefits us all.”

—Frances Hesselbein, Chairman and founding President, Leader to Leader Institute, New York

“Greenberg and Avigdor show that being a mom is great leadership training and can make you better at your job, no matter what job you do.”

—Mark Goulston, M.D., author of *Get Out of Your Own Way at Work . . . and Help Others Do the Same*

“There are lots of books out there about how to survive as a working woman. This book goes beyond it to show how working women can actually thrive. Greenberg and Avigdor never forget what women really want: to find and spread happiness and joy.”

—Sally Helgesen, author of *Thriving in 24/7: The Female Advantage*

“*What Happy Working Mothers Know* demonstrates how one act of kindness towards yourself to create the most powerful positive story about you can truly transform your life both at work and at home.”

—Jim Loehr, co-founder of the Human Performance Institute, and author of *The Power of Story: Change Your Story, Change Your Destiny in Business and in Life*

“Greenberg and Avigdor share insights to help any company understand how to improve life satisfaction and work satisfaction to increase happy leaders in the ranks. Supporting evolving women leaders maximizes returns on people as well as return on profit.”

—Bill Lombardo, Senior Director, Bankers Learning Network, Bankers Life and Casualty Company

“Greenberg and Avigdor are the coaches we all wish we had—smart, helpful, and supportive. This book is like getting a few coaching sessions from the best coaches out there. Even better, it teaches you to coach yourself through the challenges and joys of being a working mom.”

—Linda R. Manfredonia, J.D., L.L.M., Chief Fiduciary Officer/Regional Managing Director, PNC Wealth Management

“While I speak about educating women to fuel the economic growth of a country and building global capabilities, this book explains how working mothers nurture themselves and, at the same time, develop our future global leaders. You will be happier just reading this book!”

—Blythe McGarvie, best-selling author of *Shaking the Globe: Courageous Decision-Making in a Changing World*

“Working moms have finally gotten the help they need. They no longer have to cut corners with their families to be successful on the job, or put their careers on hold while they raise their kids. They can excel at home and at work—and choose to find fulfillment for themselves on their own terms. With the science of positive psychology as their starting point, Greenberg and Avigdor draw on the stories of women who show how it is done. This is an essential how-to book for any working mom committed to taking of herself even as she takes care of everybody else.”

—Mario Moussa, coauthor of *The Art of Woo: Using Strategic Persuasion to Sell Your Ideas*; and Principal, Center for Applied Research Inc.

“Happiness isn’t a ‘nice to have as a mother or an executive’; if you want your kids to have the most healthy brains possible—it’s an essential quality to develop. Happy parents equals happy workers equals happy kids equals healthy, long, and productive lives. Well done to Cathy and Barrett for a writing a great book that can help with all of this.”

—David Rock, founder, The NeuroLeadership Institute and Results Coaching Systems; and author of *Your Brain at Work*

“Many of our members are working mothers at various stages of their professional journey, experiencing the many stresses and strains, pushes and pulls of their careers and personal lives. Our role at WICT is to provide resources to help them along their professional journey, and this book will provide them with a rich tool filled with fact-based research, practical tips, and inspiration to help them reach for their happiness every day.”

—Laurie Root, Vice President, Education and Program Development, Women in Cable Telecommunications

“Greenberg and Avigdor provide readers with realistic tools and a hefty dose of inspiration to help in their pursuit of happiness. As someone who is a working woman but not a mom, it has brought me closer to understanding and appreciating those working moms I love.”

—Elaina S. Spilove, CIMA, President, Association of Professional Investment Consultants

“Lost in the debate over working vs. stay-at-home motherhood is the fact that kids are not happy if mom is not happy, fulfilled, and in control of her family’s financial security. Contrary to societal stereotypes and distorted news headlines, many of the 80 million moms in America know firsthand that working motherhood equals happy motherhood. Here are the secrets straight from moms who are living the happy life.”

—Leslie Morgan Steiner, editor of *Mommy Wars: Stay-at-Home and Career Moms Face Off on Their Choices, Their Lives, Their Families*; and columnist for *Mommy Track’d: Managing the Chaos of Modern Motherhood*

“This terrific guidebook is for every mother who has felt burned out, stretched in 12 directions, and ready to go back to bed by 10:00 a.m. Packed with practical exercises based on scientific research, *What Happy Working Mothers Know* is the perfect antidote to the joy-crushing, rat-race mentality. There’s no quick fix to the crushing responsibility of juggling work and motherhood, but this book clearly shows that happiness is within your grasp.”

—Jamie Woolf, author of *Mom-in-Chief: How Wisdom from the Workplace Can Save Your Family from Chaos*

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K n o w

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How New Findings in Positive
Psychology Can Lead to a Healthy
and Happy Work/Life Balance

CATHY L. GREENBERG, Ph.D

AND

BARRETT S. AVIGDOR, J.D.



WILEY

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My love for being a happy woman, and a happy working mother, comes from the love of my life and my daughter, Elisabeth Oriana. This book is dedicated to her and the wonderful spirit of joy she chooses to live with as my ultimate mirror in this lifetime.

Cathy L. Greenberg

This book is dedicated to my husband, Alain, and my beautiful sons, Alexander and Harrison. Your unconditional love and support bring me joy and make me strong. And, to my mother, Caryl Starobin, who was my first role model as a working mom.

Barrett S. Avigdor

Contents

Foreword	<i>Carol Evans</i>	xv
Preface		xvii
Acknowledgments		xix
Introduction		xxi
Chapter 1. Happiness Is Not a Luxury; It's a Necessity		1
Chapter 2. The Science of Happiness		27
Chapter 3. How to Put the H.A.P.P.Y. in Happy		
Working Mother		47
Chapter 4. Guilt—What Is It Good For?		71
Chapter 5. When Mom's Not Happy, No One Is Happy!		91
Chapter 6. What about the Kids?		121
Chapter 7. When the Going Gets Tough, Get Support		147
Chapter 8. Pulling It All Together		167
Chapter 9. Happily Ever After—Your Story		183
Moms Corps Survey Analysis		195
Ten Tips to Your Happiness		201
Notes		203