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Celebrating 20 Years



MORNING EDITION
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American Workplace



The Philadelphia Experiment Monday, October 9

NPR's David Molpus examines law firms in Philadelphia, PA, as they begin to offer flex-time options to lawyers in an effort to keep them on board. With 43 percent of new lawyers quitting their firms within three years, turnover is a major problem and firms are finding that various forms of reduced working hours is one way to increase retention.



A meeting of Flex-Time Lawyers in Philadelphia

We'll hear from a group of part-time time lawyers from several Philadelphia firms about why they are doing it, why other lawyers don't, how flex-time often hurts career advancement and what could make the current flex-time system better.



Links & Resources

Collective Management Monday, October 2

Morning Edition goes to Austin, Texas, as it examines Whole Foods and how its commitment to employee teamwork and information sharing helped it grow from a single grocery store into the largest natural food grocery chain in the country.



Whole Foods Market

Whole Foods is a funky little health food store that has grown into a nationwide chain of 112 stores with more than \$1.6 billion in annual sales. Today Whole Foods, which also operates under the names Bread & Circus, Fresh Fields and Wellspring Grocery, is a virtual empire by natural grocery standards.

The main key to their success has been sharing control of day-to-day operations with rank-and-file employees. Workers are divided into small teams. They vote on who gets hired. They have a voice in almost everything from product selection to display, from recipes to pricing. They have access to virtually any financial

information about the company, including salaries of every individual in the corporation, and whenever a team increases sales or reduces costs, the company shares the extra profit and savings with the team members. Listen as NPR's David Molpus reports for *Morning Edition*.



Collective Management **Links & Resources**

Books

The Human Equation: Building Profits By Putting People First by Jeffrey Pfeffer, published by Harvard Business School Press

The Loyalty Effect: The Hidden Force Behind Growth, Profits, and Lasting Value by Frederick F. Reichheld, published by Harvard Business School Press

Organizations & Websites

Whole Foods Markets
www.wholefoodsmarket.com

The Work in America Institute
www.workinamerica.org

The Institute for Work and Employment Research
<http://mitsloan.mit.edu/iwe>

The Russell Sage Foundation
www.russellsage.org/programs/proj_reviews/sustainable.htm

The Philadelphia Experiment **Links & Resources**

Resources on Part-Time Lawyering:

Deborah Epstein Henry, founder of the part-time lawyers group in Philadelphia, PA. She is at the firm of Schnader, Harrison, Segal & Lewis. (215 751 2159) dhenry@schnader.com

"Facing The Grail: Confronting the Cost of Work-Family Imbalance" - a 1999 report by the Boston Bar Association.
www.bostonbar.org/workfamilychallenges.htm

The National Association For Law Placement in Washington, DC. Paula Patton, Executive Director (202 667 1666).
nalp.org/Trends/ptschedules.htm

"Structuring A Plan That Won't Penalize Part-Time Partners." Law Office Management and Administration Report, May 1998. Available from the Institute of Management and Administration in New York (212 244 0360).

www.ioma.com/nls/legal.shtml

General Resources on Part-Time Work:

Catalyst, a non-profit research organization based in New York (212 514 7600), specializing in women in the workplace. Marcia Brumit Kropf, author of "A New Approach To Flexibility: Managing The Work-Time Equation." www.catalystwomen.org

Work and Family Connection, a Minnesota based clearinghouse on a wide range of workplace topics, including summaries of numerous studies and reports on flexibility (952 936 7898)
www.workfamily.com

The Alfred P. Sloan Foundation in NY (212 649 1649) which sponsors and publishes research on all current human resource practices and coming change in the workplace, plus their public policy implications. www.sloan.org

The Changing Face of America is an 18-month long NPR project that tells the stories of regular, everyday Americans and the issues they face at a time of rapid and dramatic change in the U.S. This special series can be heard on NPR's *Talk of the Nation*, *All Things Considered* and *Morning Edition*.

The Changing Face of America series is sponsored by The Pew Charitable Trusts.

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