

The benefits of a sabbatical

1 Warmer

Rank these benefits that some companies offer their employees in order from 1 (the most important) to 6 (the least important). Give reasons for your choice.

- _____ medical insurance
- _____ the opportunity to take unpaid leave whenever you want it
- _____ paid travel to and from work
- _____ recreational facilities available for all staff
- _____ membership of a private pension scheme
- _____ four weeks' paid holiday a year

2 Key words and expressions

Find the words or phrases in the article that match the definitions below. The paragraph numbers are given to help you.

1. the relationship between the amount of time and effort that someone gives to work and the amount they give to other aspects of life, such as their family (three words, para 1)

2. a period away from work without pay when someone can rest, travel or engage in another activity (para 1) _____
3. to support publicly a particular policy or way of doing things (para 5)

4. a wrong belief or opinion as a result of not understanding something (para 8)

5. the ability to decide in an independent way what to do and when to do it (para 9)

6. things that are usual or expected (para 9) _____
7. the ability to make changes or to deal with a situation that is changing (para 11)

8. to evaluate the strength of a business and find out how it could respond to extreme situations

(two words, para 17) _____

9. excited about something and impatient to begin it (three words, para 19)

10. in a way that involves spending very little money and only on things that are really necessary

(two words, para 21) _____

11. a force that helps something to happen or develop more quickly (para 23)

12. to accept an offer or invitation that someone has made (five words, para 24)

How a sabbatical can benefit you — and your employer

Extended time off refreshes workers and allows employers to stress-test their teams

BY JANINA CONBOYE

- 1 In the pursuit of a good work/life balance, employees are increasingly opting for sabbaticals. They are taking unpaid leave — for weeks or even months — to recharge batteries, pursue a project or even change careers. And despite knowing that some staff will not return, a growing number of companies now offer opportunities to take a break.
- 2 If you feel it is time to take a break, how do you decide what type of break you need; how do you prepare; and how do you get the best out of your time off?
- 3 Emma Rosen, 26, is author of the *Radical Sabbatical: The Millennial Handbook to the Quarter-life Crisis*. She left a job she hated and used a sabbatical to try out 25 potential new career options.
- 4 Before leaving her job she still thought carefully about how she was going to spend her time and what she aimed to get out of it. “For me, going to a yoga retreat wasn’t going to solve the problem,” she says.
- 5 If you are considering time out because you are unhappy then it is important not to make any snap decisions, adds Ms Rosen, as it can be “quite hard to pick apart these feelings”. She advocates taking a week or a month to write a note at the end of each day. “Then you can have a more objective view.”
- 6 This will help you decide whether you just need a change of job or a new industry altogether.
- 7 If you want to take a “work”-based approach to your sabbatical, Ms Rosen suggests setting out what you enjoy doing and what sort of working environment you want, without any particular jobs in mind. Then you can use these criteria to help you seek out possible work options.
- 8 In Ms Rosen’s case, she also had to think about how she would sell her career break to a new employer. She believes there is a misconception that a sabbatical is a big holiday, so it is important to make it clear to employers what you have learnt, she says. It is easier to sell the hard skills and focus less on the soft.
- 9 “I learnt about social media, marketing and advertising. I’d learnt to work in an environment of constant change. I showed I had initiative and could challenge norms,” Ms Rosen adds. Following her experience, she is now a writer and speaker advocating for alternative ways of working.
- 10 Others just want a break and then to return to their original roles — but perhaps with different working arrangements.
- 11 Deloitte, the professional services firm, offers both unpaid leave and longer career breaks of up to two years to employees who have served three years or more. Emma Codd, the UK managing partner for talent, says some may think about what their next move might be once they are back in their job but quite often it is more a case of people wanting more flexibility on their return.
- 12 Liz Neate, an assistant director in financial advisory at Deloitte, took four months off to do volunteer work for The Land and Equity Movement of Uganda. She had been involved with the organisation — which helps to support Uganda’s poor to claim their land rights — since 2012 and had ambitions to live and work overseas.
- 13 “The only way to do that was to put a pause on my career,” she says.
- 14 As in the case of Ms Rosen, preparation is key. Ms Neate informed her team and started planning for the break six months before. “The projects I was working on were very long-term ... so I had to give a lot of notice to my team,” she adds.
- 15 On returning to work, Ms Neate says one of the main benefits was renewed energy and perspective. “Stepping away for four months ... I think it definitely refreshed my approach to my projects,” she says. The feeling of coming back to projects almost with new eyes “was really beneficial”.

Continued on next page

- 16 There were also other unintended but positive consequences. Her colleagues and clients were interested in what she had been doing. She also started an arrangement with Deloitte that allows her to work 80 per cent of the year for the firm and the other 20 per cent working for Lemu.
- 17 Research suggests that companies also benefit. David Burkus, author and associate professor of leadership and innovation at Oral Roberts University, says sabbaticals allow employers to stress-test the company. Many organisations attempt to operate in as lean a way as possible in terms of headcount, he adds, and “a brief sabbatical allows an organisation to see if it could survive a more unexpected employee departure”.
- 18 And when managers and senior leaders take sabbaticals, Prof Burkus says “a company can try new talent in temporary leadership roles”.
- 19 Ms Codd says the benefit for the company is that people return feeling “raring to go”. “Employees come back really engaged with the firm and in a great place,” she says.
- 20 The downside to taking a sabbatical is loss of income. Even if you do not leave your job, extended time off is generally unpaid so you will need to have funding in place to support yourself.
- 21 Ms Rosen decided to leave her job completely, so had lived frugally and saved as much of her salary as she could in the months leading up to her sabbatical.
- 22 The downside for employers is the loss of an employee for a time, but, as Prof Burkus adds: “It would be better to know that in a temporary and reversible setting than to learn it the hard way should that employee depart permanently.”
- 23 Organisations and employees can clearly benefit from sabbaticals. Either they reconnect refreshed staff with their original companies, or are the impetus for a new direction for both parties: there might be a new corporate hire and a new job for the employee.
- 24 When employers realise the benefits of career breaks, they should create an environment where workers feel they can actually take time off. “People won’t take you up on it unless you have a culture that encourages people to feel able to do it,” Ms Codd says.

FT

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3 Understanding the article

Answer the questions with as much information as possible from the article.

1. What did Emma Rosen do before leaving her job?

2. What does Emma Rosen say that people who are unhappy at work should not do?

3. What misconception is there about sabbaticals and what should those taking them do as a result of this?

4. What did Emma Rosen learn during her sabbatical and what did this show?

5. What, according to David Burkus, do sabbaticals allow companies to do?

6. What is the downside of sabbaticals for employees and what is the downside for employers?

4 Business language - Collocations

Match the verbs in the left-hand column with the nouns or noun phrases in the right-hand column to make expressions from the text.

- | | |
|-------------------|------------------------------|
| 1. to take | a. the best out of something |
| 2. to recharge | b. a project |
| 3. to pursue | c. a company |
| 4. to make | d. unpaid leave |
| 5. to solve | e. a positive environment |
| 6. to stress-test | f. a snap decision |
| 7. to get | g. one's batteries |
| 8. to create | h. a problem |

5 Discussion

- Should all companies be required to offer sabbaticals to their employees? Why / Why not?
- The article suggests that many employees who take sabbaticals subsequently return to their original companies. What kind of skills acquired during those sabbaticals do you think would be attractive to employers?
- The article describes some of the benefits that companies can get from offering sabbaticals to their employees. What are those benefits and are there any you can think of that could be added to the list?
- The article also refers to a 'good work/life balance'. What, in your view, makes a good work/life balance? Give reasons for your answer.

6 Wider business theme – Taking unpaid leave

1. **You have worked for the same company for five years in a job that is well paid but requires long working hours and working to deadlines. You have now decided to take a sabbatical. Think about the following:**
 - how long you propose to take off work
 - how you will prepare beforehand for the sabbatical while you are still at work
 - exactly what you are planning to do with your time during the sabbatical
 - how the experience of taking a sabbatical and the activities you engage in during it will benefit your company
2. **Present your ideas to the class.**