



This toolkit includes **resources** for reflection, connection, and direction including **videos, blog posts, articles, assessments,** and **online and classroom learning opportunities.** You will find suggestions for how you can engage with these materials on your own or how you might convene group discussions around four topic areas.

[What Drives You?](#)

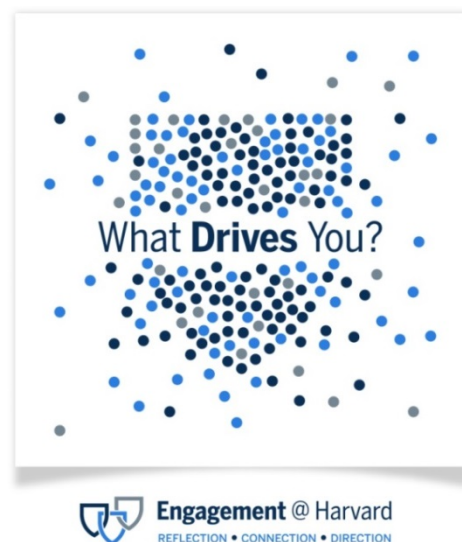
Engage Yourself – Activities for Personal Reflection, Connection, and Direction:

Know your personal strengths

[Building awareness of your own strengths](#) and needs at work are the building blocks for becoming more engaged in your role and workplace. Research supports the need to know your strengths; the [Gallop organization](#) found that “people who use their strengths every day are six times more likely to be engaged in their work.”

Assess your daily progress on important work

HBS Professor Teresa Amabile believes that our greatest motivator on the job is the ability to make daily progress on important work, which she has labelled the [Progress Principle](#). In her article, co-written with Steven Kramer, [The Power of Small Wins](#), Professor Amabile discusses the role that managers and leaders play in providing the resources and environment for daily forward progress.



Understand your values and motivations

While we share common motivational drivers, it is important to recognize our personal drives and motivators. As you develop awareness of your own [values](#) and motivations, you might enjoy this [video](#) from Daniel Pink discussing his book, *Drive: The Surprising Truth about What Motivates Us*.

Engage Others – Group Discussion Activities for Team Reflection, Connection, and Direction:

Discussion of personal strengths: Participants take this [strengths assessment](#) and/or complete the first part of the [discovering your strengths](#) Lynda.com module and complete the 360 exercise. Have participants share their strengths and how they use them at work.

Discussion of the Progress Principle: As a group, watch the video on the [Progress Principle](#) and/or read the article on [The Power of Small Wins](#). Discuss barriers and catalysts for making progress on important work.

Discussion of values and motivations: Collectively view [Daniel Pink's video](#) and/or individually complete the [values exercise](#). Look for themes in what motivates members of the team and consider how to make sure those motivators and values are prevalent at work. This [video](#) and [article](#) by Harvard Business School Dean, Nitin Nohria, would also provide for good discussion.

Engaging Conversations

Engage Yourself – Activities for Personal Reflection, Connection, and Direction:

Build your conversational toolkit

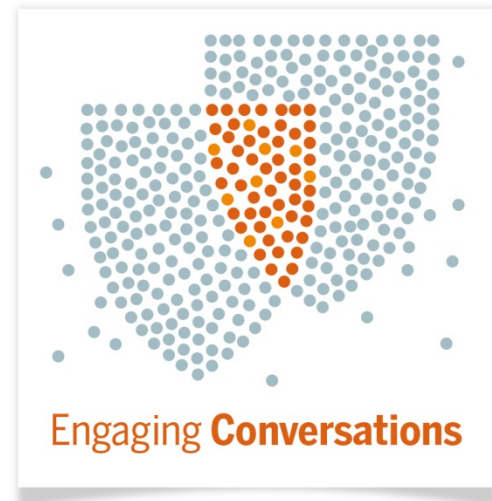
The “[Ladder of Inference](#)” is a great tool for understanding another person’s point of view, formulated by Chris Argyris, Professor Emeritus at Harvard Business School. MIT Professor Peter Senge’s work offers another useful tool for reflecting on our conversations called the “[Left Hand Column](#)”. Dan Shapiro, Assistant Professor of Psychology at Harvard Medical School and Associate Director of the Harvard Negotiation Project at the Harvard Law School, researches the emotional component of conversation and offers another great [tool for understanding your own emotions and the emotions of others](#).

Develop your conversational skills

Any engaging conversation should be a learning conversation, a conversation in which you would like to find out more about the other person. UCLA Professor, John Ullmen, suggests that we view everyday encounters as an opportunity to [build relationships and rapport](#) with others. One of the more difficult conversational skills we can build is [the science and art of receiving feedback well](#), as Sheila Heen, Lecturer on Law at Harvard Law School advises.

Broaden your network

Two recent HBR Blog posts help us to understand why connectedness is so important to engagement. In Susan Fowler’s post, “[What Maslow’s Hierarchy Won’t Tell You About Motivation](#)”, she discusses the importance of “relatedness” in being engaged at work. In Ryan Fuller’s post, “[A Primer on Measuring Employee Engagement](#)”, he goes further to suggest that the number of network connections one has is likely to increase one’s engagement at work.



Engage Others – Group Discussion Activities for Team Reflection, Connection, and Direction:

Discussion of conversational tools: Read and discuss this [article on three different conversational tools](#). Discuss how you can use these tools to improve your conversations.

Discussion of the art of conversation: As a group, watch Susan Scott’s TEDx presentation where she makes the [case for radical transparency](#). Or watch John Ullmen on [building rapport](#), Dan Shapiro on our [core concerns](#) and/or Sheila Heen on the importance of feedback. Ask participants to share their reactions and takeaways.

Related Courses:

- [Communicating at Work](#)
- [Difficult Conversations](#)
- [Managing Up](#)
- [Power, Influence and Negotiation](#)



Career Check-up

Engage Yourself – Activities for Personal Reflection, Connection, and Direction:

Look Inward

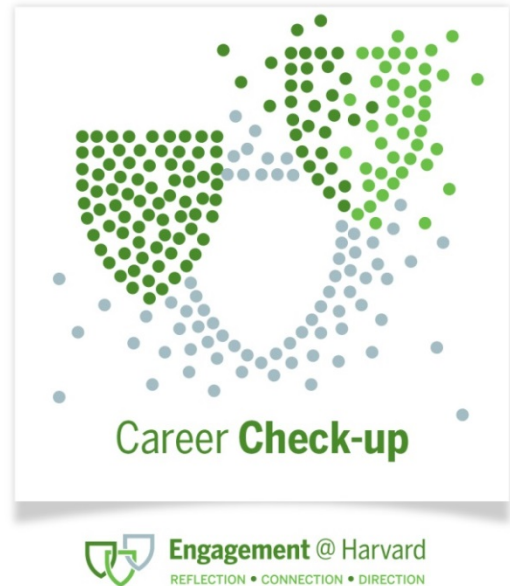
Just as it is important to get annual physicals and to get your car inspected routinely, it is important to think about and tend to your career on a regular basis. Feeling good about the state of your career is key to being engaged in your work. The [Career Development website](#) is a resource for all employees to learn about the tools that Harvard offers its employees to manage their careers. One of the critically important steps in career management is looking inward, taking the time to examine your values, interests, skills and reputation.

Look Outward

After Looking Inward, it is important to look outward to understand the world of work around you. Looking Outward involves learning about trends in your profession and the workforce and considering your network and how to utilize it. In this [video](#), Krisztina Holly, Vice Provost for Innovation at USC, highlights the opportunities and challenges which Higher Education faces in the 21st century.

Look Forward

An overview of your career is made more manageable by dividing up the process into sections with specific steps for reflection and planning. [Managing Your Career](#) is a Lynda.com course led by Valerie Sutton of the Harvard Graduate School of Education that can help guide you through this process. It often takes time to sort through everything that you have learned; we encourage you to look forward by generating options, setting goals and then taking action once you are fairly certain about your career goals



Engage Others – Group Discussion Activities for Team Reflection, Connection, and Direction:

Discussion of Looking Inward: Watch the videos of [Harvard employees](#) talking what excites them about working at Harvard. Craft your own statement of purpose modelled on these examples and share them with each other.

Discussion of Looking Outward and Forward: Do some research on trends in your profession and in the workforce using websites like the [Massachusetts Department of Labor and Workforce Development](#) and [the City of Boston](#). Have a discussion about how these trends affect your team and your collective work.

Related Courses:

- [Career Roadmaps](#)
- [Your Career Path](#)
- [Is Your Career on Track?](#)
- [Development Conversations \(Video\)](#)



Embracing Change and Innovation

Engage Yourself – Activities for Personal Reflection, Connection, and Direction:

Embrace Change

Embracing Change is a university-wide core competency that all Harvard employees are expected to develop and demonstrate. This competency is defined as our ability to actively identify problems and opportunities for change, as well as to maintain effectiveness when experiencing change in work tasks or the work environment. Online resources like [lyndaCampus](#) and [Harvard ManageMentor](#), can help us build skills when faced with change, including skills to [manage change](#) well.

Foster innovation

Connecting individuals and ideas is crucial to fostering innovation and many people in the workplace are engaged by the ability to be innovative. Steven Johnson, author of “[Where Good Ideas Come From](#)” highlights the importance of making connections with others to being innovative at work. Harvard has a strong [history of innovation](#) and innovation is crucial to Harvard’s ability to “[To Seize an Impatient Future](#)” according to our president, Drew Faust.



Engage Others – Group Discussion Activities for Team Reflection, Connection, and Direction:

Discussion of embracing change: Write down all the places that you are experiencing change at work and then watch the Lynda.com clip on [managing change](#) and/or read about the [William Bridges model of transition](#). Discuss how you can help yourself and others navigate change.

Discussion of fostering innovation: Read “[The Innovators DNA](#)” by Clayton Christensen, Jeffrey Dyer and Hal Gregersen and watch [Where Good Ideas Come From](#) and/or the [IDEO: An Innovation Design Company](#) videos. Talk about how you can put these ideas into practice at work to make more innovative connections and work products.

Discussion of change and innovation at Harvard: Watch President Drew Faust’s speech [To Seize an Impatient Future](#) and/or the [One Harvard video](#). For shorter viewing options, watch [On the Cutting Edge of History](#) and/or [Innovation at Harvard](#). Discuss how your work and department can add to Harvard’s history of innovation. The [video](#) of Krisztina Holly on opportunities and challenges in Higher Education can add to the business case for being innovative as an institution.

Related Courses:

- [Start Your Process Redesign](#)
- [Building Commitment for Change](#)



Engagement @ Harvard
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