Promising Practices for Employee Engagement

A GUIDE FOR LEADERS AND MANAGERS

Let's Build on Each Other's Success

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Center for Workplace Development

Dear Leaders and Managers,

Named as one of President Bacow's fundamental priorities, the vision of sustainable inclusive excellence at Harvard requires that we think and act with renewed intention about the quality of the employee experience. It is our job, as leaders and managers, to create conditions in which every member of our workplace community feels included and valued. We have much to learn from each other about how to do this well.

At the Center for Workplace Development, we are always inspired by the people who come to us eager to expand their thinking and build their skills in order to be better managers. It was with appreciation for these lifelong learners—people like you—that we set out to capture examples of effective engagement building strategies currently in practice on our campus. I am pleased to share with you this sampling of some of the great work being done around the University to achieve and sustain high levels of employee engagement. I invite you to consider these the start of a growing database of promising practices to which you will add your own success stories.

We started by identifying a small number of leaders responsible for sizeable groups whose results on the 2015 engagement survey reflected a higher overall favorable rating than most. That is, their groups, more frequently than others, responded "satisfied" or "very satisfied" to the items on the survey. We also sought examples of leaders who had been impelled by their survey results to increase their effort and investment in engagement building activities.

We are grateful to the ten leaders who shared their stories with us for inclusion in this guide. I know that many of you will find these tips a useful complement to your own evolving engagement strategies. Let's keep building on each other's success to ensure more great days at work for all of the wonderful people who make Harvard University their workplace of choice.

Contributing Leaders

BEVERLY BEATTY
Administrative Dean for Social Science, Faculty of Arts and Sciences

PAMELA BURTON
Administrative Director of Faculty Support Services, Harvard Graduate School of Education

PATRICIA BYRNE
Senior Advisor to the Dean *(former Executive Dean)*, Harvard Divinity School

DEANE EASTWOOD
Chief Information Officer, Harvard T.H. Chan School of Public Health

JACK JENNINGS
Executive Dean for Administration, Harvard Graduate School of Education

JANA KIERSTEAD
Executive Director, MBA and Doctoral Programs, Harvard Business School

LESLIE KIRWAN
Dean of Administration and Finance, Faculty of Arts and Sciences

TASO MARKATOS
retired Chief Information Officer, Harvard T.H. Chan School of Public Health

ANDY O'BRIEN
Chief of Operations, Harvard Business School

JENNIFER PACHUS
Associate Vice President, University Development Office

VAUGHN WATERS
Director of Administration and Finance, Harvard Libraries *(former Director of Administration for Harvard College Admissions and Financial Aid)*

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"Good pay and benefits are not enough. You have to show your staff you care, give them challenging work and truly value their contributions so that they want to come to work with you every day!"

– Andy O'Brien

Why does employee engagement matter?

When you look at the research regarding the advantages of having highly engaged employees, the first thing you notice is improved productivity. In 2016, the Gallup Organization's most recent meta-analysis of data collected from 82,000 workplaces in 73 countries showed a 20% higher productivity rate for organizations in the top quartile for employee engagement.

Yet, the benefits associated with high levels of engagement go way beyond productivity. Leaders at Harvard describe many of the reasons they have made engagement a priority.

CREATIVITY AND INNOVATION:

"Engaged staff bring a diversity of ideas to the table, which allows for creativity and innovation." – Jack Jennings

RETENTION:

"It's the only way to succeed. Staff have to feel that what they do matters, or they won't stay." – Taso Markatos

TALENT MAGNET:

"It's an institutional value. There is pride around engagement. We use it as an attractor."

– Pat Byrne

THE HEART OF ORGANIZATIONAL EFFECTIVENESS:

"The institution is only as functional as the people are." – Bev Beatty

LEADERSHIP EFFECTIVENESS:

"Genuine concern about the experience people have increases your credibility as a leader." – Leslie Kirwan

MISSION IMPACT:

"When people feel valued, they are willing to give their all. It benefits the school and faculty."

– Pam Burton

QUALITY OF RESULTS:

"People power is everything. Engagement drives results. It's the secret sauce."

– Jana Kierstead

RESILIENCE:

"It's not just productivity, but the ability to stay flexible when things change or go wrong." – Jen Pachus

STAYING FOCUSED IN HIGH-DEMAND ROLES:

"A positive work environment keeps people energized." – Vaughn Waters

Recruit strategically

> "We need to mirror the student body we are recruiting. It needs to start with us." - Vaughn Waters

Expand the diversity of your group to create conditions in which more people feel included

Research has shown that improving the diversity of university faculty and staff is important: It improves the learning outcomes of students while also creating a more inclusive campus climate where incidents of discrimination and bias are less prevalent. As a matter of practice, Vaughn Waters, while serving as the Director of Administration for Harvard College Admissions and Financial Aid, worked to ensure that the hiring managers represent an array of backgrounds. Now, hiring managers understand that a diverse pool of candidates is not simply a nice to have but the standard by which they operate.

Create a strategic plan around building a diverse workforce

To build a diverse workforce it is important to create an executable strategy and consistently employ diversity recruiting best practices. Approach diversity recruiting with the same rigor, strategy, and planning applied to other business areas. Ask yourself: Does our workforce reflect the global community of students and faculty we serve? Whose voices and perspectives are not in the room?

Work with your recruiters to identify new ways to pursue and measure your success

• **Consider new or non-traditional channels for recruitment**

 • Jopwell – a diversity hiring start up that helps companies connect with and recruit underrepresented ethnic minority candidates for jobs and internships.

 • Coding Autism – An organization that trains and provide recommendations for highly qualified autistic candidates that are the best fit for your company

 • Harvard Employee Resource Groups (ERG's)

 • Year-up, Harvard Internal Professional Pathways HIPP

• **Use language that is inviting and non-exclusionary**

 • Textio (an augmented writing platform that helps you refine how you sound to job seekers)

• **Determine what measures of success are most relevant to your group**

 • % of diverse candidates interviewed by hiring managers

 • % of job offers extended to diverse candidates

 • % turnover rate of diversity hires within a year

 • Average diverse applicants' satisfaction rate (from a survey)

 • Average manager satisfaction score (from a survey) after a diversity hire

 • Average on-the-job performance rating of diversity hires after one year

Create a Dynamic Onboarding Experience

"What do you need to know to thrive here? Each team approaches onboarding with a great deal of detail and follow through." – Jana Kierstead

Set people up for success with a vibrant, engaging, and thorough onboarding experience.

Onboarding can set the tone for a new hire's experience and can impact how well they perform and how long they decide to stay. A standard onboarding process creates 54% greater new hire productivity. As a leader, you have the opportunity to increase retention by providing a dynamic and comprehensive onboarding experience.

Clearly defining the role, responsibilities, and expectations of a new hire can set them up for better performance outcomes. Clearly define team goals and individual expectations. Help your new hire understand what should be prioritized, provide context and as much background information as possible. Onboarding is a team effort and it is critical that all members of the team make an effort to be inviting and helpful. Create an environment where a new hire feels comfortable asking questions without being judged. Invite your new hires to your community by providing the nuanced and sometimes quirky features of your culture.

As a leader include yourself in the onboarding process to make your new hires feel valued. Every six months, Jana Kierstead meets with new hires for coffee. During these coffee chats, individuals are encouraged to share their experiences and provide feedback. Leslie Kirwan interviews every new hire across all levels in the final rounds of their interviews.

> Ask yourself: What impression do you want new employees to walk away with at the end of the first day? The first month? The first year? What do new employees need to know about the culture and work environment?

Culture Integration

Cultural onboarding and integration introduce a new hire to more than their benefits package, desk location, and work schedule. A cultural onboarding invites a new hire into a community. Norming conversations that define the values, shared mission, and goals of the group provide clarity and direction. Cover every topic from what to wear, great places to eat, and everything in between. To foster inclusion, share the cultural values of your workplace and show new hires how your team is committed to an inclusive environment. This is an opportunity to set the norms and expectations of behavior as it pertains to treating others well.

Here are few ideas you can try:

Create an onboarding tips sheet – Kierstead's team created a guide that offers practical suggestions not covered in your typical orientation. For example, one office in the group encourages all employees to "use the front door of the building so you can say hi to people."

Buddy System – Have a well-defined buddy system in place. Create a cadence for check-ins for at least the first three months.

Explore the campus – Create a scavenger hunt for new hires to complete to get to know the campus. Ask team members to take a new hire to lunch at a different school cafeteria.

> "People want to feel they have partners in developing their careers. We tell them, 'You are the chief architect of your career, and we are here to support you.'"
> – Leslie Kirwan

Support people in developing their careers

Maintain situational awareness about your staff's employment options

At the T.H. Chan School of Public Health, CIO Deane Eastwood and his predecessor, Taso Markatos, have been keenly aware of the importance of high engagement to retaining talent in a tight job market. Sensitive to competing with the compensation packages available in private industry, they look to hire and promote from within first and proactively coach and guide people in navigating their careers.

They emphasize the importance of professional development, encouraging staff to pursue valuable certifications or degrees. Where possible, they identify pathways to the next step in the career.

When upward mobility is less feasible due to limited opportunities for advancement, Eastwood tries to reward high performers with big, fun, and interesting projects. Such opportunities allow staff to continue to grow in their roles while building their resumes and potentially earning bonuses and other rewards.

And, even under conditions of financial constraint, Eastwood makes a point of periodically assessing his groups' salaries and job classifications relative to market standards. When appropriate he will advocate making equity adjustments.

Be transparent in conversations with staff about advancement and succession

It is also important to acknowledge when staff have outgrown their roles or are ready for new levels of responsibility. While you may naturally want to keep high performers on board, avoiding turnover costs is not a good reason to impede healthy staff mobility if expanding their role is not an option.

As the Graduate School of Education's Pam Burton observed, "I get it when I hear from my colleagues who would rather not lose people. If a staff member chooses to move on, I want to help and support them in that effort. I also want to make sure I'm paying attention to long term employees who have chosen this job as a career and want to stay. I feel it's my responsibility to provide an environment that will keep them motivated. It's important to have that conversation." The highest levels of engagement occur in places where people feel they have career choices.

Where long incumbencies may be a factor in limiting upward mobility, engage leaders in adopting a formal succession plan along with cultivating the expectation that developing others and investing in a diverse talent pipeline are key leadership accountabilities. Look to distribute the work in a way that readies middle managers for increasing levels of responsibility.

The executive dean for administration at HGSE, Jack Jennings, shares Pam's perspective on encouraging growth: "One personal goal of a leader is to make your role dispensable, which requires every leader to ensure she or he has developed managers to the point where they have the skills, judgment, and confidence to get the job done."
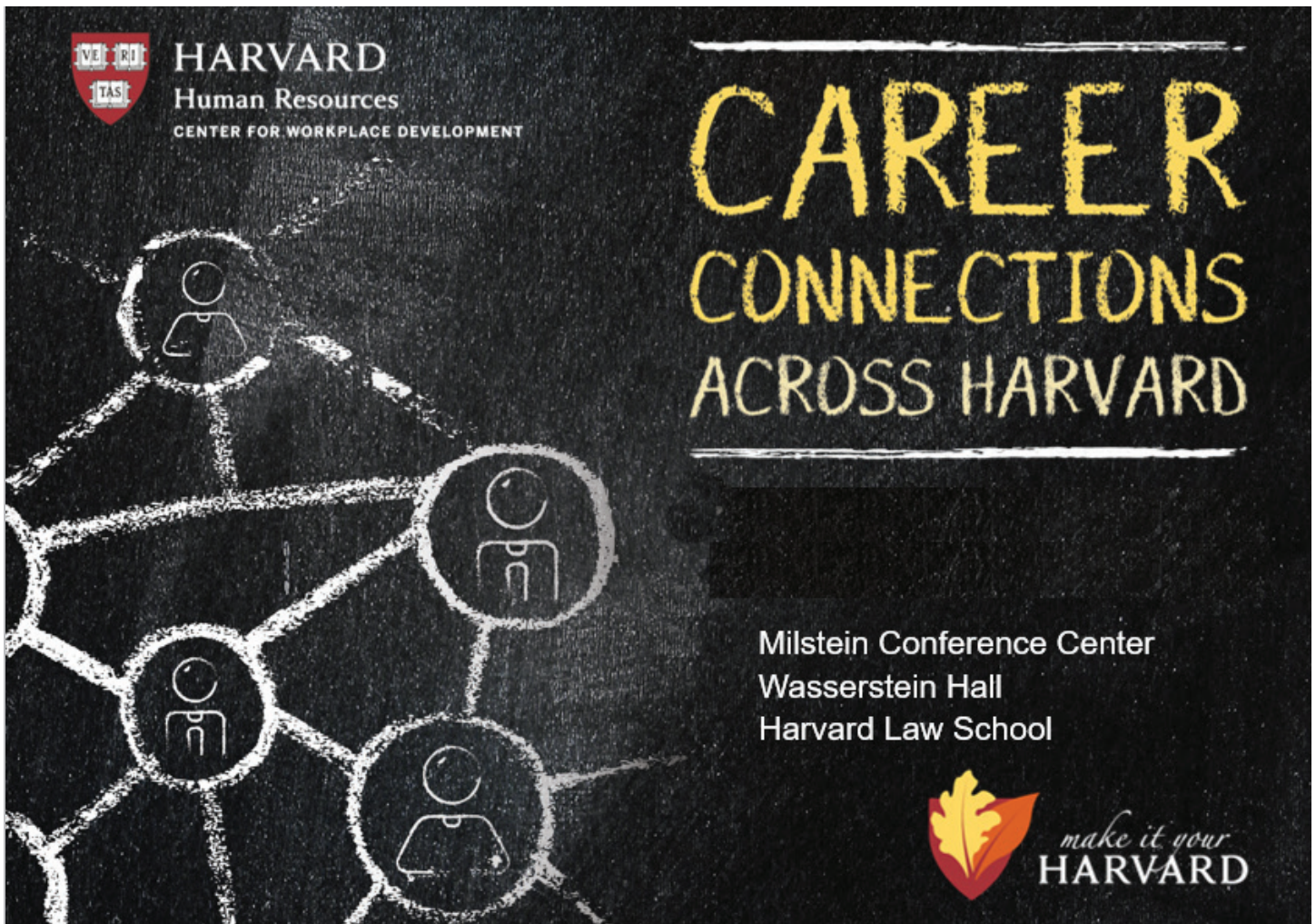
Connect on a human level

> "Make the time commitment to be present. Be intentional about spending time with people." – Deane Eastwood

No leadership behavior has a more positive impact on employee engagement than personal connection and accessibility. In fact, every leader we spoke with described this as a priority or was described by colleagues as having this priority. Is it a skill? A natural inclination? We believe it is a set of simple practices that anyone can adopt. The first step is to recognize how much it matters to the employee experience.

In their own words...

BEV BEATTY
"When you treat people as people and not just functionaries, when I see you as a person — that creates a humane environment. For example, think about the impact of a hand-written note to a person who has lost a parent."

PAT BYRNE
"I have found that relational strengths are as important as strategic and management skills. Also, the Dean is very accessible. He always says how he loves interacting with the staff. At the picnic, he'll be kicking a soccer ball. He is real with the staff."

JACK JENNINGS
"Constant communication is key to transparency. I absolutely have an open-door policy. If you hear rumors or something that doesn't make sense, just call me."

JEN PACHUS

"Staying connected means keeping up with personal lives and personal events, stopping by or sending a note to mark an occasion. There is a lot of meaning in small gestures like doing laps around the office and thanking people."

TASO MARKATOS

"This is not a bureaucratic organization. Managers work hand in hand with their teams on a daily basis. The management team express and demonstrate concern and care for the team, personal relationships, personal lives. We care about their professional and personal development. We spend so much of our time at work, it's important to connect. My door is always open. If you're ever feeling frustrated talk to someone, talk to me, talk to Deane [Eastwood], talk to your manager. We can't fix everything but we can try and address what we can."

ANDY O'BRIEN

"Something that comes naturally to me, and I think is noticeable to the people I work with is—I actually do care about them. I think that is the biggest reason my staff feel comfortable in talking to me about whatever is on their mind. I listen to them and give honest feedback (not just what they want to hear). My hope as a leader is that if I do that for them they in turn will treat their staff with the same care."

How it's felt...

"Pam [Burton] makes us a priority. 'My door is always open' is not just a cliché with her. You can tell that she cares about relationships. This is who she is. No pretense." — *Wendy Angus*

"Jana [Kierstead] puts people first. She is very present. You always feel like her door is open, no matter how busy she is. She walks around the office, asks how people are doing, and cares about personal lives and checks-in." — *Dana Pratt*

"When people have issues, they go directly to Leslie [Kirwan]. They feel comfortable approaching her and trust that she doesn't have an ivory tower mentality. Leslie writes a personal note every time someone receives a service award. Leslie communicates so well and so authentically—even with things like snow announcements she is able to be more personal and make people feel cared about. — *Chris Ciotti*

"Senior leaders here are accessible and bring large amounts of empathy and the ability to listen. The Dean is very personable, has an open-door policy, but does not stay in his office all the time. He walks the halls and we have a weekly all hands staff meeting with him where he answers questions." — *Vaughn Waters*

Support the whole person, not just the employee

"Some were surprised that flex work was something we had succeeded in implementing here." – Pam Burton

Make it easier for people to integrate their work into their complicated lives

When we asked leaders what most surprised them about their engagement survey results, several noted that they hadn't realized the increasing level of desire for flexible work boundaries. In fact, as our workforce has expanded to be more multi-generational, more diverse in every way, more leaders are turning to flexible work arrangements as a way to be more inclusive—which in turn leads to greater levels of engagement.

While it is true that not every role lends itself to flexibility, evolving management mindsets and new technologies are making it easier to accommodate a greater range of schedules and work modalities at Harvard. Jana Kierstead observed that we are moving away from the assumption that there is an exclusive correlation between presence and productivity. Her Business School program is just one of many focusing more on results than face time to measure performance.

Tools like O365, One Note, Skype and Slack, coupled with better video conferencing equipment in meeting rooms, are normalizing remote connectivity. The University has recently updated its flexible work guidelines in response to this increased demand and the Work/Life office can help you determine how best to build greater flexibility into your engagement strategy: https://hr.harvard.edu/flexwork

Of course, one by-product of implementing more flexible work schedules is an increased need to protect ourselves from an "always connected" lack of boundaries. Many schools and units make a point of scheduling social functions only during work hours. And at AA&D, where working from home is widely accepted, there is an enforced rule that you cannot send emails after 6:30 pm.

Acknowledge the impact of local and global news

Support for the whole person also requires that we respond with sensitivity to feelings of vulnerability triggered by world events. When an upsetting or frightening event occurs— whether it is right on our campus or as far away as Charlottesville, Pittsburgh, or Christ Church, New Zealand—how do you demonstrate shared concern for those members of our community most affected by that news?

As Pat Byrne observed, "At the Divinity School, we can't say 'no religion or politics here'. And we don't leave the outside world outside. We provide avenues for people to talk about and process what they are feeling about the changes in the world around us." At the HGSE, it is standard practice to send thoughtful communications about major events related to diversity and inclusion in the real world.

Create opportunities for meaningful collaboration

"Don't jump in and solve issues for people. Give advice and tools and make room for them to share their ideas with each other to develop solutions."

– Jen Pachus

In their book The Progress Principle, Teresa Amabile and Steven Kramer remark on the motivational impact of working together on something that matters: "The camaraderie that comes from collaborating with congenial colleagues can drive us in our work, and so can the belief that our work has real value to a person, a group, or society at large." Several of the leaders we spoke with have found ways to enhance the employee experience by providing people with collaborative learning and problem-solving opportunities.

Include your staff in developing solutions to the challenges that get in their way

For example, in 2017, FAS Finance and Administration launched an initiative to both boost engagement levels and address some persistent administrative challenges. Noting the strong link that the engagement survey made between meaningful work and job satisfaction, Leslie Kirwan and other administrative leaders decided to test the impact of cross departmental problem-solving.

An inclusive discovery process led to the creation of time-bound, cross departmental project groups called TIGER teams—short for Transform FAS administrative operations; Invest time; Grow professionally; Explore options; Report potential solutions. With about 40 people participating, the teams have proven successful in multiple ways. They increase engagement by giving participants greater visibility to leaders outside their own group, the satisfaction of learning from peers, and the opportunity to collaborate on meaningful work. At the same time, the teams have created valuable organizational assets, such as an onboarding toolkit and standardized web design protocols.

Make culture change a shared priority

Similarly, partly in response to concerns raised by the engagement survey, FAS Administrative Dean Bev Beatty created a working group charged with collaboratively identifying ways to improve the work culture for administrative leaders in the Division of Social Sciences. The Culture and Community Initiative (CCI) Working Group engaged a wide range of stakeholders, including 35 Department Administrators and Center Executive Directors, over a period of several months to explore ways to create a culture in which people feel valued, supported, productive and connected.

The effort led to several specific recommendations including improved approaches to performance management, professional development and flexible work arrangements. In this case, the boost to engagement came both from the recommendations of the committee as well as from the very process of working together to address common concerns. Whether focusing on division-wide improvements or planning an event, revamping an inefficient business process, or innovating in response to changes in the environment, collaborative learning opportunities pay multiple dividends.

Recognize and appreciate individual and team contributions publicly and informally

"When it's appropriate—and it very often is—I'll explicitly tell people they are the glue that holds the school together and we don't know what we would do without them." – Pat Byrne

All the leaders we spoke with use a wide range of techniques, formal and informal, to recognize and appreciate people. Their actions are consistent with research from Gallup that suggests that rewards and recognition, with its low cost and high impact, might be one of the most underutilized tools that managers have for boosting engagement—and it yields other organizational benefits, as well.

In their Workplace blog, Gallup researchers observe, *"Workplace recognition motivates, provides a sense of accomplishment and makes employees feel valued for their work. Recognition not only boosts individual employee engagement, but it also has been found to increase productivity and loyalty to the company, leading to higher retention. Beyond communicating appreciation and providing motivation to the recognized employee, the act of recognition also sends messages to other employees about what success looks like. In this way, recognition is both a tool for personal reward and an opportunity to reinforce the desired culture of the organization to other employees."*

Use formal mechanisms to reward your strongest performers

Formal recognition includes selecting nominees for the Harvard Heroes designation, as well as other school- or unit-level public honors, such as the FAS Dean's Distinction Award.

Additionally, while Gallup has reported that money isn't the only, or even the top, form of recognition for driving engagement, most of the leaders we spoke with actively include, to the extent possible, merit-based compensation adjustments and annual bonuses in their formal rewards and recognition plans.

Yet there is a limit to the number of people you can reach with these signature ceremonial or monetary rewards. To balance rewards and recognition across roles at all levels of visibility, Gallup recommends creating a "recognition-rich environment, with praise coming from every direction and everyone aware of how others like to receive appreciation."

Think about ways to recognize group impact as well as individual contributions

At Harvard Business School, Andy O'Brien publishes an annual review in which operations staff can see and celebrate their collective achievements throughout the year. With a team comprised of both contract and full-time employees, often working outside the limelight on routine and physically demanding tasks, Andy knows that it can be hard to sustain energy and productivity without a strong sense of accomplishment. Complete with pictures and graphs, the review provides tangible evidence of how individual staff members' day-to-day efforts add up to significant outcomes that benefit the whole HBS community.

Similarly, the faculty assistants at the Graduate School of Education feel collectively celebrated every December, when Pam Burton hosts a year-end event to thank them for their commitment and impact. Pam invites faculty to participate in ways that show their appreciation as well—from a "Who Wants to Be A Millionaire" party with faculty on call for the "phone a friend" feature, to mystery auctions with faculty donating vacation stays and other goodies. These events build trust

and demonstrate gratitude. Pam says, "It's a lot of work, but I think it's important for staff to see me put in that work to honor them. I love to see how their faces light up when they enter the event."

Find creative and meaningful ways to show appreciation

Milestones present an easy opportunity to express organizational appreciation. In addition to the University's Total Rewards program that recognizes anniversaries at five year intervals, milestones can be celebrated at multiple levels. HGSE's Ed-Stars program is a quarterly school-wide celebration of service milestones that typically attracts about 120 people for food, beer, wine, and cake. While celebrating service, this also creates a networking opportunity where new employees have an opportunity to connect with their longer serving colleagues.

We also heard examples of milestone celebrations at the team level. In one MBA program group, the Director celebrates staff at the end of the year with 5 balloons each, all tied with a note thanking them for a notable accomplishment from the past year. This celebrates the entire team and the difference they've made; and the balloons are a cheerful visual that have a positive effect on the whole office.

"Over communicate rather than under communicate."
– Bev Beatty

Transparent communication builds engagement in multiple ways. It fosters trust in leaders, reduces staff uncertainty, and enables learning.

Communicate frequently and transparently

Admit disappointments and challenges

Several of the leaders we spoke with observed that their commitment to boosting engagement got stronger in response to disappointing results on previous employee engagement surveys. Their instinct to share those disappointing results and enlist their employees' help with understanding and improving them illustrates the power of transparent communication to build trust.

For example, when Divinity School leaders were brokenhearted about the relatively low level of engagement reflected in the results of the 2008 engagement survey, they didn't sweep the results under the rug or make excuses. The dean and then-director of human resources made engagement a strategic priority and assembled focus groups with

staff to look candidly at the pain points and identify practical steps to address them. They established a staff council and launched an inclusive process to create and communicate a community values statement. The school's better-than-most score on "trust in senior leaders" in 2015 reflected the fruits of a sustained, transparent approach to investing in engagement.

By acknowledging disappointments and challenges in this way, leaders model a culture of learning that says, "We're not there yet, and we're going to keep trying." In fact, even with improved engagement scores, Pat Byrne notes that the effort must continue. "On the survey, we may have done better than others, but no score under 100% is acceptable. We still have work to do."

Acknowledge communication constraints and share what you can

In his widely cited research for the book Your Brain at Work, David Rock identified ambiguity and confusion as two of the key triggers that disable performance by sending people into fight or flight mode. Organizational leaders often find themselves legitimately constrained in what they are able to share with staff because of behind the scenes negotiations, decisions that are in flux, or obligations to hold certain information confidential. But when leaders leave staff completely in the dark, they may inadvertently create anxiety that feeds a dispiriting rumor mill.

By contrast, leaders who are up front about what they can and can't share, generate higher levels of trust and engagement by reducing uncertainty. For example, at HGSE, Pam Burton understands the value of being as transparent as possible. One team member notes, "Sometimes she'll say, 'That's all I can say about that at this point.' But I can ask her anything and she will tell me all that she can share."

We heard many examples of leaders supporting their staff's engagement through moments of ambiguity—related to reorganizations, office relocations, leadership changes, etc.—by being honest about communication limits and reassuring about their intention to communicate as soon as they were able.

Have some fun!

"Humor is important because people work better when they're at ease. Take your job seriously but don't take yourself seriously." – Jack Jennings

All of the high engagement groups we spoke with incorporate recreational downtime into their workplace culture. "Having Fun" is not among the 12 factors that Gallup has identified as most predictive of employee and workgroup performance. Yet, unstructured social interactions are essential to making friends and feeling cared for at work (two factors that do appear on the Gallup list).

Occasionally, or regularly, taking a break to relax and/or play together—sometimes outside the work environment—reduces stress, increases trust, and strengthens relationships. At a place like Harvard, where "relationships are how you get your work done," fostering casual connection is a highly effective engagement driver.

At AA&D, they've established a morale fund to make sure there are resources available for uplifting events. How intentional are you about nurturing informal social connections?

Back to School Barbecue

End of the Year Picnic

Bring your kids to work day

Trivia and Pizza

Fun Food Fridays

Dips and Drinks

Halloween Costume Contest

Painting Party

Lawn Games

Lunch Outings

Mindfulness Sessions

Volunteer Week

Birthday Celebrations

Brown bag lunches

Potlucks

Weekly "jolly-ups" in the lobby

Useful Resources

Office of Diversity, Inclusion, and Belonging

https://dib.harvard.edu/call-to-action

Harvard Human Resources

Talent Acquisition and Diversity:
https://hr.harvard.edu/talent-acquisition-diversity

Career Development: https://hr.harvard.edu/career-development

Career Mobility: https://hr.harvard.edu/career-mobility

Harvard Internal Professional Pathways:
https://hr.harvard.edu/hipp-program

High Impact Development Conversations, Video:
https://www.youtube.com/watch?v=qvC6kCqZaVg&t=50s

Effective Performance and Feedback Conversations, Video:
https://www.youtube.com/watch?v=fKuPf4H34pU

Learning and Development:
https://hr.harvard.edu/learning-development

Work/Life; Flexwork at Harvard:
https://hr.harvard.edu/flexwork

Examples of Peer-to-peer recognition and reward programs: https://hls.harvard.edu/new-and-improved-peer-to-peer-reward-nomination-form/

Other Harvard Tools and Programs

Faculty of Arts and Sciences Onboarding Toolkit:
https://adminops.fas.harvard.edu/onboarding-toolkit

Harvard Law School, Peer-to-Peer Reward and Recognition Program: https://hls.harvard.edu/dept/hr/staff-recognition/peer-to-peer-reward-and-recognition-program

External Web Resources

Gallup Workplace; 2016 Meta-Analysis:
https://www.gallup.com/workplace/236468/moneyball-business-employee-engagement-meta-analysis.aspx

Work Institute; Importance of Onboarding:
https://workinstitute.com/resources/workplace-wisdom-blog/articleid/2235/the-importance-of-employee-onboarding-onboarding-studies

Jopwell: https://www.jopwell.com/who-we-are

Coding Autism: https://www.codingautism.com

Textio: https://textio.com

Human Capital Institute: Rewards and Recognition:
http://www.hci.org/engage/rewards-and-recognition

Books

Leadership Presence (Harvard Business Review Emotional Intelligence Series): https://store.hbr.org/product/leadership-presence-hbr-emotional-intelligence-series/10212?sku=10212-PBK-ENG

The Progress Principle, Teresa Amabile and Steve Kramer: https://www.hbs.edu/faculty/Pages/item.aspx?num=40692

Your Brain at Work, David Rock:
https://www.amazon.com/Your-Brain-Work-Strategies-Distraction/dp/0061771295/ref=asap_bc?ie=UTF8

Drive, Daniel Pink: https://www.danpink.com/drive.

Articles

If You Aspire to be a Great Leader, Be Present, Harvard Business Review: https://hbr.org/2017/12/if-you-aspire-to-be-a-great-leader-be-present

The Two Most Important Words, Harvard Business Review: https://hbr.org/2013/04/the-two-most-important-words

Why Communication is so Important for Leaders, Center for Creative Leadership:
https://www.ccl.org/articles/leading-effectively-articles/communication-1-idea-3-facts-5-tips

More Great Days at Work Start with You, BlessingWhite:
https://blessingwhite.com/great-days-work-start

Engagement on the Run: A Dialogue and Discovery Tool for Managers:
https://cutt.ly/BwL4uIP

THE CENTER FOR WORKPLACE DEVELOPMENT:

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