Dynamic Work Microlearning Series for Leaders – Tip Sheet
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PURPOSE: The purpose of this series is to help leaders incorporate the Six Guiding Principles of Dynamic Work into their work, to facilitate meaningful discussions across their leadership team and among their team members, and ultimately to help leaders to lead more effectively.

MICRO 1: Setting the Stage to Lead More Effectively in Dynamic Work
1. **Reassess and redefine your current purpose:** your purpose is couched within an evolving, dynamic workplace
2. **Reflect on and analyze your strategies** and make sure they are aligned with your evolved purpose
3. **Establish clear communication channels** and check-in with your team regularly
4. **Foster a learning mindset:** keep an inventory of all changes to help identify strengths and weaknesses
5. **Build a network of support and a culture of continued learning:** find a colleague in a similar or different field

MICRO 2: Building a Stronger Sense of Belonging for Increased Team Cohesiveness
Strengthening Team Culture: On-Campus
1. **Find time to meet with your team or department, in person to learn about on-campus dynamics**
2. **Make the workplace a psychologically safe space:** consider a framework where a smaller group convenes
3. **Be intentional with the time you are on-campus:** share calendars or create a shared calendar
4. **Think carefully about the office space:** consider concentrating everyone closer and more convening spaces

Strengthening Team Culture: Off-Campus
1. **Address FOMO: Fear-of-Missing-Out:** employees are considered fully present, regardless of where they work
2. **Meet with your team or department virtually to learn about off-campus dynamics**
3. **Create space for your employees to connect while working off-campus:** i.e.: digital Water Cooler sessions
4. **Keep your team's well-being in mind:** create frameworks: i.e.: finish 60-min meetings 10mins earlier

MICRO 3: Leveraging Hybrid Opportunities for Increased Collaboration
1. **Review strategies you have put into place** for fully on-campus and off-campus work and adjust for hybrid
2. **Create more intentional frameworks** when scheduling hybrid collaborations
3. **Identify and determine the purpose** specific to the type of meeting: in-person, virtual or hybrid
4. **Learn what type of work gets done best in a hybrid setting**; in consideration of all your team's working needs
5. **Decide what digital platforms you want to use and how you want to use them** uniformly as a team/department
6. **Fine-tune how to communicate with your employees**, which may vary by employee and project
7. **Establish new hybrid meeting norms**, for improved participant experience
8. **Leverage the technical resources that are available for hybrid attendance**, i.e.: simulate a shared experience
9. **Continue to address FOMO:** make sure remote employees are not overlooked and considered fully present

For more in-depth guidance, please watch the **Dynamic Work Microlearning Series for Leaders** on the Harvard Training Portal: DW Microlearning Series. We encourage you to contact us with any specific questions related to this series or Dynamic Work at dynamicwork@harvard.edu. Thank you!

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MICRO 4: Developing New Strategies to Engage & Retain Talent
1. **Build the team culture: there are two components – alignment and connectedness**
2. **Allocate adequate time to explore, engage, and learn:** to discover what the culture is with your employees
3. **Integrate culture through the work:** make sure employee interactions align with the culture goals
4. **Support professional development:** use Online Trainings with LinkedIn @LinkedIn Learning@Harvard.edu
5. **Learn and identify what makes your employees feel connected to the team culture**
6. **Express your appreciation to foster emotional proximity**
7. **Create a safe space for support:** a dedicated virtual space for team members to collaborate
8. **Develop group rituals:** asses what your employees already enjoy doing together and ask questions

MICRO 5: Creating Frameworks to Maintain and Increase Productivity
1. **Address and build frameworks to counter any proximity-bias**
2. **Double-check your employees have a reasonable workload and realistic project deadlines**
3. **Schedule breaks from work for employee well-being and productivity:** even 10mins make a difference
4. **Recognize the importance of social health:** this impacts productivity, retention, and employee well-being
5. **Reflect on the highs:** as a learning opportunity, acknowledge everyone's hard work, and build the team culture
6. **Reframe difficult conversations as a learning opportunity:** take your time, listen, and learn more details
7. **Continue to customize how you use tools and technology:** create pulse surveys to check-in on your team
8. **Establish a standard universal file naming system and sharing protocols:** these details impact productivity

MICRO 6: Creating Frameworks to Maintain and Increase Productivity
1. **Look at traditional metrics with a fresh perspective:** where and when the work may not be as relevant
2. **Establish baselines for measuring performance with outcomes-based assessment**
   - More accurately learn how outputs are achieved, how to improve processes, and determine team norms
   - The qualitative data is informative and useful in measuring task-efficiency and productivity
3. **Shift the concept of professional development as an outcome:** this will positively impact future deliverables
4. **Recognize small milestones:** to build morale and the team culture, positivity, and momentum
5. **Meet with your employees and get feedback on the measurability of goals:** consider SMART[ER] tool
6. **Determine the goal, goal assessment, and desired outcome:** in conjunction with employee feedback

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