Manager and Supervisor Toolkit
Work Succeeding Initiative

Summer 2021
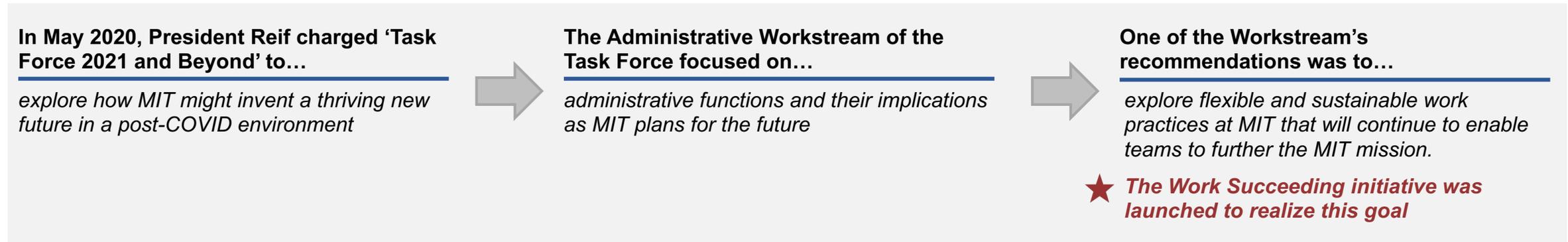
Introduction

Understand the goals of Work Succeeding and how to use the materials and guidance provided in this toolkit.

Understanding the Work Succeeding Initiative

In the Summer of 2020, MIT launched Task Force 2021 and Beyond – a two-phased approach to using the lessons learned from COVID-19 to explore how the Institute will create a new future of working, teaching, and conducting research.

In May 2020, President Reif charged 'Task Force 2021 and Beyond' to…

explore how MIT might invent a thriving new future in a post-COVID environment

The Administrative Workstream of the Task Force focused on…

administrative functions and their implications as MIT plans for the future

One of the Workstream's recommendations was to…

explore flexible and sustainable work practices at MIT that will continue to enable teams to further the MIT mission.

★ *The Work Succeeding initiative was launched to realize this goal*

Through the Work Succeeding initiative, MIT is working to…

- Empower teams to **work collaboratively and effectively** to further the MIT mission
- Support employees' **varied needs** and emphasize **job satisfaction** and personal **well-being**
- Position the Institute to **retain and attract the best talent**

by…

Leveraging lessons learned from the past year to **design a strategy for the future**

Outlining potential **flexible work options and arrangements**

Realizing financial, sustainability, and efficiency benefits from adapting our workplaces

Establishing the foundation for **a more accessible, equitable, fluid, and effective working environment**

Flexible Work Priorities

Prioritizing flexible work options has a positive effect on the MIT workforce, which helps the Institute achieve its mission and values more effectively.

Flexible Work Priorities

Improve **Productivity**, **Effectiveness**, and **Impact** of MIT

Increase Employee **Wellness** and **Satisfaction**

Improve Employee **Recruitment** and **Retention**

Lower **Environmental** Impact

Maintain MIT's Ties to the **Community**

MIT Mission and Values

Combine rigorous academic study with the excitement of discovery

Promote a workplace of inclusion that welcomes and supports people of all backgrounds, viewpoints, experience, talents, and ideas.

Bring knowledge to bear on the world's great challenges

Extend the horizons of human intellect through research

Generate, disseminate, and preserve knowledge

"We seek to develop in each member of the MIT community the ability and passion to work wisely, creatively, and effectively for the betterment of humankind." – *MIT Mission and Objectives*

Purpose of These Materials

Emerging from ideas gathered by Task Force 2021, the Work Succeeding initiative was created to develop and refine guidance, tools, and policies to support new ways of working at the Institute.

These materials are intended to provide resources for **faculty and administrative managers and supervisors** (with direct reports at MIT) to make decisions about and work effectively within a flexible work environment. We recognize that managers and supervisors are critical change agents, and we want to help them navigate this change.
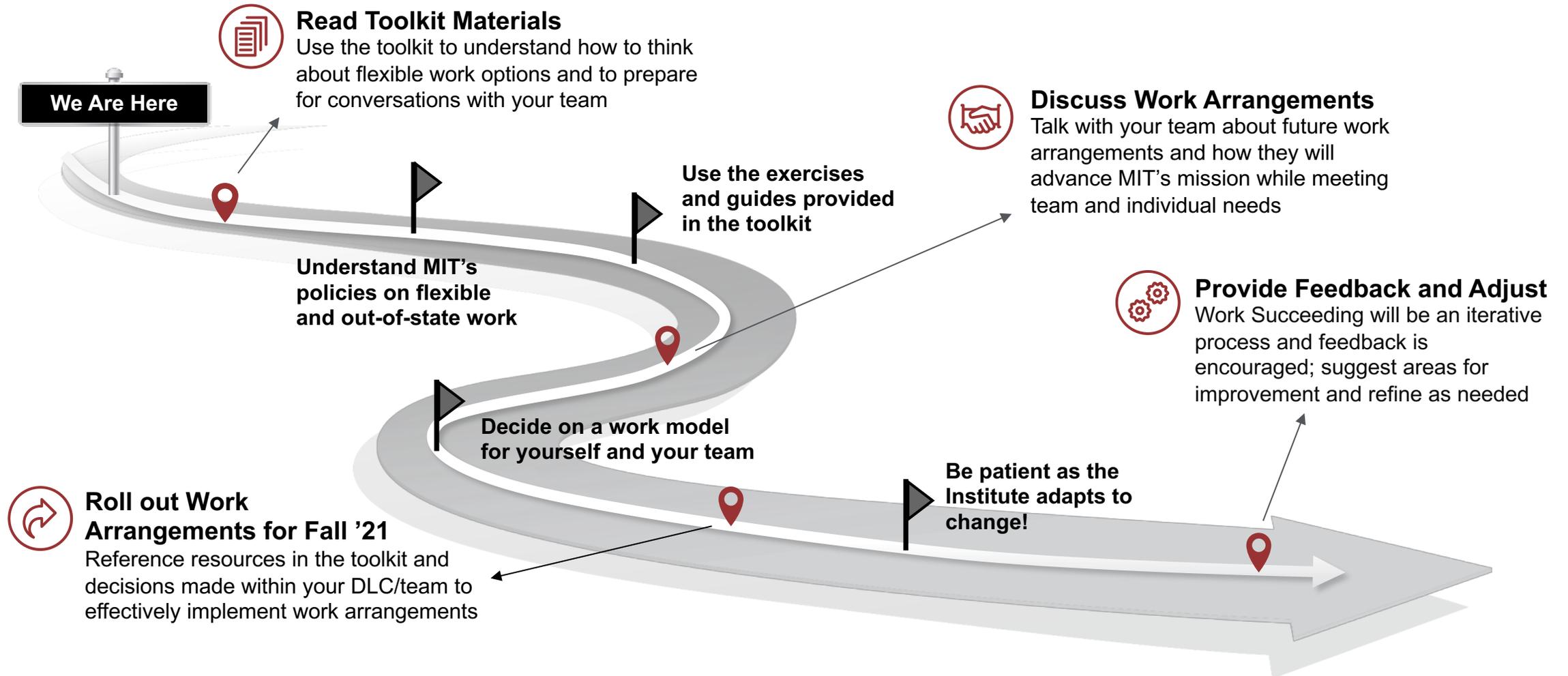
While the general guidance in this toolkit can be used by union employees, the specific recommendations regarding flexible work environments are not intended for this population.

Every team has diverse needs. Team members should work together to determine work arrangements that best meet MIT's mission while considering individual preferences, community culture, and other factors.

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Work Succeeding Journey Map

As you prepare for the Fall 2021 semester, reference the below roadmap to understand the recommended sequence of Work Succeeding activities.

We Are Here

Read Toolkit Materials
Use the toolkit to understand how to think about flexible work options and to prepare for conversations with your team

Understand MIT's policies on flexible and out-of-state work

Use the exercises and guides provided in the toolkit

Discuss Work Arrangements
Talk with your team about future work arrangements and how they will advance MIT's mission while meeting team and individual needs

Decide on a work model for yourself and your team

Provide Feedback and Adjust
Work Succeeding will be an iterative process and feedback is encouraged; suggest areas for improvement and refine as needed

Roll out Work Arrangements for Fall '21
Reference resources in the toolkit and decisions made within your DLC/team to effectively implement work arrangements

Be patient as the Institute adapts to change!

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Why YOU are Critical to Work Succeeding

Managers/supervisors are going to be invaluable in driving the success of the Work Succeeding initiative.

Why managers of all levels will be important to driving the initiative's success:

- Work Succeeding will **not produce Institute-wide policy that dictates where employees should work**. Managers will make these decisions with their teams.

- Individuals on teams will have **a variety of preferred work locations**. Managers will have to balance their team's needs with employee desires. Being mindful **of equity,** and communicating that issue, can help managers and employees work better together.

- By ensuring their team is successful in a remote environment, **each manager will help MIT achieve our shared mission**.

HOW?

Promote positive team culture

Show that you are supportive of your team and **want them to be both happy and successful**. Try to create an **environment** where team members can **bring their challenges to you**.

Drive team productivity

Managers are tasked with **ensuring the team continues to be productive** in a flexible work environment. This will require **balancing** team needs with individuals' preferences and (sometimes) **leading challenging performance conversations**.

Challenge longstanding norms

New working styles will be created, tested, and improved. You will be **responsible for ensuring these working styles are effective**. Challenge how your team works to improve overall efficiency.

This Work Succeeding Toolkit will help you transition to or update your team's flexible working environment

How to Use These Materials

UNDERSTAND THE OPTIONS

Sections Included

Section 1: Work Decisions and Design

As you consider the work practices that may fit best for your team moving forward, it's important to first understand the context. **Read through Section 1 to ground your understanding of the flexible work options available.**

- Overview of potential work models (on-site, hybrid, remote)
- Illustrative employee personas
- Approach for how to balance job requirements with individual preferences

MAKE DECISIONS

Sections Included

Section 2: Work Planning Protocols

After you understand the context for how to make decisions, use Section 2 to organize your thoughts, talk with your team, and make decisions. Note that **this section contains policy and guardrails as well as processes and forms** to assist in sharing your team's decisions with your manager and DLC leader.

- Strongly recommended steps to decide on your team's work model, including:
  - Preparing for team-wide and team member conversations
  - Completing team member work plans with each individual
  - Completing a team-wide work plan
- Frequently asked work planning questions

SUPPORT YOUR TEAM

Sections Included

Section 3: Technology and Equipment

Section 4: Culture, Well-Being, and Inclusion

Section 5: Communication and Collaboration

Section 6: Performance Management

The final four sections of this document provide **guidance and tips for successfully enabling your team** to support MIT's mission in a flexible environment. Use these resources to help facilitate a positive work environment for your team.

- Guidance on using and obtaining technology and equipment for your team
- Resources to promote an inclusive team that prioritizes well-being and culture
- Best practices on communicating and collaborating in a flexible work environment
- Considerations for performance management in a flexible environment

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Work Decisions and Design	**Work Planning Protocols**	**Technology and Equipment**	**Culture, Well-Being, and Inclusion**	**Communication and Collaboration**	**Performance Management**
↓	↓	↓	↓	↓	↓
*Section 1 is designed to **provide a framework** for understanding various work models and which may work best for different types of teams.*	*Section 2 can be used to **guide managers as they plan** their team's future work model(s). It includes policies and guardrails related to flexible work.*	*Section 3 guides managers in how to **lead effective meetings** with a virtual component and provide **guidance on technology/equipment** for team members.*	*Section 4 provides managers with tools and resources to foster an **inclusive team environment** that prioritizes well-being and a positive team culture.*	*Section 5 provides resources and best practices related to **communication and collaboration** within and across teams while navigating a flexible work environment.*	*Section 6 introduces **considerations for performance management** and provides managers with best practices and methods to solicit feedback.*

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