Work Succeeding: Overview and Context

The Work Succeeding initiative was created to develop and refine guidance, tools, and policies to support potential new ways of working at the Institute. The Work Succeeding toolkits, outlined below, will help teams plan and implement flexible work arrangements in their areas.

While many MIT units included flexible work practices prior to the Covid-19 pandemic, the 2020-2021 period of disruptive remote and hybrid work for more MIT employees and appointees prompted us all to consider how **MIT could thrive with more flexible work practices, places, and schedules that support the Institute mission of research and education**.

Workplace flexibility is complex for MIT and the world. We are fortunate to work in a community that strives **to learn, apply shared values, and adapt** when the first (or fifth!) draft or prototype is imperfect. This toolkit was developed by your MIT colleagues who also lived through this challenging time. Together, we will continue to **experiment, explore, and iterate** on processes and models for the future of work.

Below are highlights from each toolkit section, which can be downloaded as sections or in full on the HR website: https://hr.mit.edu/ws. We suggest reading the introduction and sections 1 and 2 for an overview, guidelines, and available options for flexible work at MIT. The Work Succeeding team welcomes your questions and comments – you can reach us at worksucceeding@mit.edu.

INTRODUCTION
Understand the goals of Work Succeeding and how to use the materials and guidance provided in the toolkits.

SECTION 1: WORK DECISIONS AND DESIGN
Provides a framework for understanding various work models and which may work best for different types of teams. What's in this section:

- Expectations, Processes, and Guiding Principles: Roles, expectations, processes, and principles to consider in developing future work arrangements
- Overview of Potential Work Models: Examples (on-site, hybrid, remote) with discussion of which models work better for different types of teams
- Employee Personas: Visuals of how different roles and team needs may align to different work models. May help you and your team think about your work roles and flexibility

SECTION 2: WORK PLANNING PROTOCOLS
Organize and prepare for conversations about flexible work arrangements. What's in this section:

- Policies and Guidelines Related to Flexible Work: A collection of the Institute's policies and guidelines related to flexible work, including links to MIT websites that detail the processes and specific considerations for managers and employees
- Recommended Work Planning Steps: Steps and associated exercises, activities, and templates for you to use when planning for the future work model. These items may be downloaded from both toolkit pages in section 2, and in Quick Links on https://hr.mit.edu/ws.
    - Work Planning Exercises (for before you chat with your colleagues)
    - Conversation Guides (for when you chat with your colleagues)
    - Team and Team Member Work Plan Templates (for developing/reviewing the team work plan)
- Frequently Asked Work Planning Questions: A collection of common questions regarding the work planning process

SECTION 3: TECHNOLOGY AND EQUIPMENT

How to work effectively in a virtual/hybrid environment, and guidance on technology and equipment for team members. What's in this section:

- Best Practices for Using Technology: Guidance on how team members can effectively use technology in a flexible environment, and tips for managers to support this process
- Overview of Technology and Equipment Available: A summary of the items and resources available to MIT employees with hybrid or remote schedules, recognizing that processes will differ by department, lab, and center
- Common Guidance on Technology and Equipment: Information about technology and equipment, including ADA compliance, with links to relevant Institute resources

SECTION 4: CULTURE, WELL-BEING, AND INCLUSION

Tools and resources to foster an inclusive team environment that prioritizes well-being and a positive team culture. What's in this section:

- Guidance on Promoting Team Culture: Tips on how to cultivate and support a positive, welcoming culture within a team that prioritizes empathy and supports team members' needs
- Best Practices for Supporting Team Well-Being: A discussion on wellness within a team, and links to MIT resources that support team members' physical and mental well-being
- Resources for Ensuring Inclusive Practices on a Team: Advice for managers on ensuring that inclusive practices are a priority within and across their teams (e.g., "courageous conversations," "real talk")

SECTION 5: COMMUNICATION AND COLLABORATION

Resources and best practices related to communication and collaboration within and across teams while navigating a flexible work environment. What's in this section:

- Guidance on How to Work in a Flexible Environment: Considerations and advice for how teams should work in a flexible format
- Tips and Tricks for Effectively Working Together: Guidance on how team members can communicate and collaborate in order to foster an open, efficient, and creative work environment

SECTION 6 (SPECIFICALLY FOR MANAGERS): PERFORMANCE MANAGEMENT

Considerations for performance management and best practices and methods to solicit feedback. What's in this section:

- Performance Management Considerations: A discussion of common employee concerns about performance management during remote work and considerations for how to potentially adjust performance management in a flexible work environment
- Best Practices for Performance Management: How to balance performance management for a hybrid team, and tips for managers on how to incorporate them within their team
- Guidance on Sharing Performance Management Practices with Team: Suggested steps to share performance management processes with a team, and ensure managers are prepared to incorporate feedback and adjust plans as needed moving forward