



SEAS Manager Toolkit

SEAS HR



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SEAS Manager and Staff Statistics*

- **253** core (union and non-union) staff
- **71** managers, of which **55** are administrative staff and **16** are faculty
- **16** faculty supervise a total of **37** staff or just under **15%** of the staff
- Approximately **22%** of our staff population (**55 of 253**) are managers who lead, influence, and impact our larger staff community daily

Our goal is to equip managers with the knowledge, skills, and resources to be as effective in their roles as possible.

Role of SEAS Managers

- Managers are required to balance their time, efforts, and focus across a multitude of important areas...
- **Our Primary Objective:** Enhance SEAS Managers' Effectiveness within and across these areas of focus



Enhanced Manager Effectiveness

- Improves **productivity, performance, and outcomes** for all
- Elevates **engagement and satisfaction** and cultivates a positive work **culture**
- Results in better **decision making** and **problem solving**
- Increases **accountability, collaboration, and adaptability**
- Fosters stronger **professional development, growth, and retention**
- Reduces **stress** and **burnout**

SEAS Manager Training Series

Provides SEAS managers with...

- **Sessions** delivered by **internal** and **external facilitators** with **content** curated from **depth** and **breadth** of Harvard resources
- **Foundational knowledge, best practices, tools, resources, and skill development** for success
- **Insights** gained through **reflection, collaboration, and practice** exercises, within context of SEAS
- **Opportunities to network and connect** with SEAS manager peers
- **“Safe environment”** for learning (i.e., SEAS managers only, not recorded, trial and error encouraged)



Performance Management

- Harvard's Philosophy and Guiding Principles
- Guiding Principles in Practice
- The Practice
- The Process
- SMART Goals Example



Harvard's Philosophy and Guiding Principles

Philosophy

- Our performance management philosophy supports **employee development** by prioritizing ongoing, regular feedback and meaningful career discussions.
- We strive to strengthen **employees' connection** to our institution's mission and align personal aspirations with development efforts.
- This approach aims to create a culture of **mutual accountability and respect** that achieves both individual and organizational success.

Guiding Principles

1. Prioritize Ongoing **Feedback**
2. Foster **Personal Development Conversations**
3. Reinforce **Organizational Values**
4. Nurture **Inclusive Relationships**
5. Promote **Collective Success**
6. Encourage **Continuous Learning**
7. **Lead by Example**

By embracing the PM philosophy and following these guiding principles, we aim to facilitate dialogues that:

Enable clear expectations
Foster mutual accountability
Encourage ongoing feedback and career conversations

Learning Module Details

New Performance Management Philosophy: Based on community feedback and external benchmarking Harvard has introduced a new:

1. Philosophy: [Philosophy on Performance Management](#)
2. Learning Module: [Succeeding Together: Harvard's Philosophy of Performance and Development](#)

Objectives of Philosophy: Establish consistent framework for managing performance and development, encompassing:

- Guiding principles: Aligned with Harvard's organizational values and priorities.
- Focus on talent investment: To foster mutual accountability and growth.
- Consistent approaches to differentiation: Including rewards, recognition, and developmental investments.
- Consideration of the future workforce: Ensuring our practices support our evolving workforce and organizational needs.

Learning Module Details:

- Self-paced (30 min), designed for both employees and managers.
- Enhances understanding and skills for effective conversations.
- Connects participants to additional resources and tools.
- Provides insights on how to integrate and apply Harvard's refreshed approach to performance development.

Guiding Principles in Practice



Prioritizing Ongoing Feedback

Employee Behaviors

- Proactively seek, provide, and receive constructive, specific, and actionable feedback with manager and other parties.
- Participate in feedback-focused activities.
- Listen actively without becoming defensive.
- Be open to *receiving* and *applying* feedback.
- View feedback as an opportunity for growth rather than criticism.
- Self-reflect, monitor progress, and share updates and improvements made with manager.

Manager Behaviors

- Foster a safe, supportive, and development-oriented culture where employees feel comfortable giving and receiving specific, timely, and relevant feedback.
- Conduct frequent meaningful conversations with directs where feedback can be provided.
- Recognize strengths and celebrate achievements.
- Focus on strengths, areas where assistance is needed, and areas of improvement and growth.
- Model behaviors by receiving and applying feedback constructively as well.

Foster Personal Development Conversations

Employee Behaviors

- Discuss career goals (SMART), areas for improvement, and aspirations with manager, in alignment with team priorities.
- Prepare and gain clear understanding of career goals (SMART), aspirations, and areas to improve.
- Identify and communicate support and resources needed.
- Be open to discuss challenges and receive feedback, insights, and guidance.
- Demonstrate initiative to propose new projects or responsibilities that align with your developmental objectives.

Manager Behaviors

- Discuss strategies to pursue personal aspirations in alignment with team priorities.
- Listen actively and offer honest, constructive, actionable feedback.
- Align personal goals with team, school, and university goals.
- Identify opportunities (e.g., networking, mentoring, training, skill building projects, stretch assignments) that align with development goals.
- Follow-up, provide ongoing support and accountability via regular meetings.

Promote Collective Success

Employee Behaviors

- Feel empowered to own their work and seek opportunities to contribute meaningfully to team and organizational goals.
- Collaborate actively across teams and functions, share knowledge and resources, and value diverse views, skills, and experience.
- Communicate frequently and clearly on progress, obstacles, and alignment.
- Embrace team goals, celebrate team achievements, support colleagues, and demonstrate accountability for team commitments, deadlines, and results.

Manager Behaviors

- Set clear expectations (e.g., goals, roles, responsibilities) for all.
- Facilitate team building to strengthen relationships and improve collaboration skills.
- Encourage shared leadership and learning opportunities and empower team members to lead cross-functional projects.
- Reinforce observed, positive, and collaborative behaviors (e.g., advancing shared priorities together, beyond individual roles, with positive impact).
- Provide support and resources, mediate and resolve conflicts swiftly and fairly.
- Engage team in brainstorming sessions, retrospectives, and peer recognition programs.

Encourage Continuous Learning

Employee Behaviors

- Expand skills, knowledge, and expertise over time by engaging with resources, training, and development opportunities.
- Embrace curiosity for knowledge and skill development.
- Share knowledge, insights, and learnings with colleagues.
- Engage in learning opportunities (e.g., workshops, seminars, trainings), stay updated on related industry trends and advancements, and experiment with new ideas.
- Regularly seek feedback on areas of improvement and further development.

Manager Behaviors

- Re-enforce importance of continuous learning.
- Provide time and opportunities for, employees to access resources, training, and development support.
- Model this by participating in your own development programs and sharing your experiences with your team.
- Facilitate knowledge sharing events, feedback and reflection sessions, and cross-training team meetings.

Reinforce Organizational Values

Employee Behaviors

- Connect how their work contributes to school, team, and university's mission.
- Familiarize yourself with these and what they mean or look like in practice.
- Demonstrate and model these in daily work, interactions, and decision-making processes.
- Communicate positively, promote inclusivity, and celebrate instances where teammates actions align with values.
- Provide constructive feedback to colleagues if behaviors stray from organization's values and accept similar feedback, if received, openly.

Manager Behaviors

- Align work with school, team, and university's mission.
- Lead by example consistently modelling values in your behaviors and choices.
- Incorporate values into goals and decision-making.
- Reward value-driven behaviors.
- Support related training and development (e.g., workshops, storytelling sessions) and facilitate open dialogues on how to better incorporate values into day-to-day work.
- Conduct regular check-ins and monitor engagement survey data.

Nurture Inclusive Relationships

Employee Behaviors

- Feel empowered to share ideas and opinions that may differ from others, respectfully.
- Actively listen to others' points of view to strengthen team problem-solving and decision-making.
- Show respect and empathy, listen to colleagues, value and seek to understand others' perspectives.
- Embrace differences, be open-minded, and maintain awareness of biases that could counteract effectiveness of interactions and decisions.
- Advocate for diversity and inclusion, foster an environment where all team members feel supported and included, and speak out against behaviors that undermine inclusivity.

Manager Behaviors

- Explicitly invite feedback and recognize collaboration and joint team member contributions.
- Create safe conversations that allow divergent perspectives to be shared.
- Model inclusive leadership by treating all team members with fairness and respect.
- Actively seek out and consider diverse perspectives when organizing project teams, making decisions, or solving problems.
- Embrace diverse hiring practices and ensure equal opportunities are provided for growth, development, and recognition.
- Support creation of, and participation in, employee resource groups (ERGs).

Lead by Example

Employee Behaviors

- Utilize the principles as a guiding force in one's work and interactions with others and encourage others to do the same.
- Demonstrate commitment (e.g., meet deadlines, deliver and maintain quality, follow through, communicating with clarity, being reliable).
- Operate with integrity, honesty, and transparency in all interactions, owning up to mistakes, learning from and fixing them.
- Show initiative, seek out challenges, propose solutions, demonstrate a willingness to go above and beyond.
- Embrace and promote teamwork and continuous learning.

Manager Behaviors

- Set clear expectations and provide necessary resources and feedback loops to meet them.
- Serve as role models by providing feedback, fostering development, and upholding team, school, and organizational values.
- Model and demonstrate the importance of maintaining work-life balance to encourage similar habits in employees.
- Celebrate team and individual achievements, show trust and respect for team members' work.
- Demonstrate adaptability and resilience in the face of change and challenges.
- Provide ongoing time and access to meet with your teams and directs.

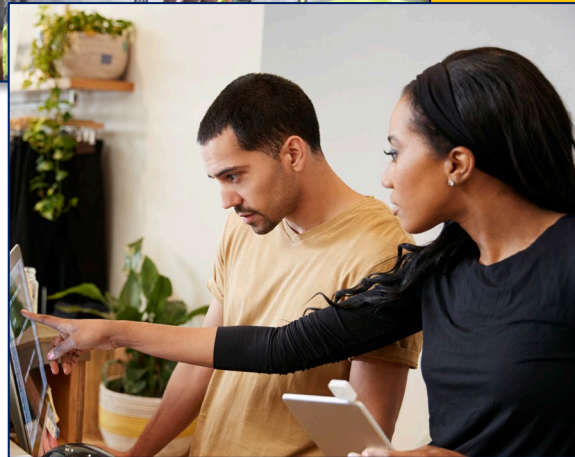
Why Guiding Principles are Important

- Encourages ongoing feedback and career conversations
- Enables clear expectations
- Fosters mutual accountability
- Improves employee engagement, effectiveness, and performance
- Helps develop and retain talent
- Helps employees realize full potential and actively contribute

Performance Management

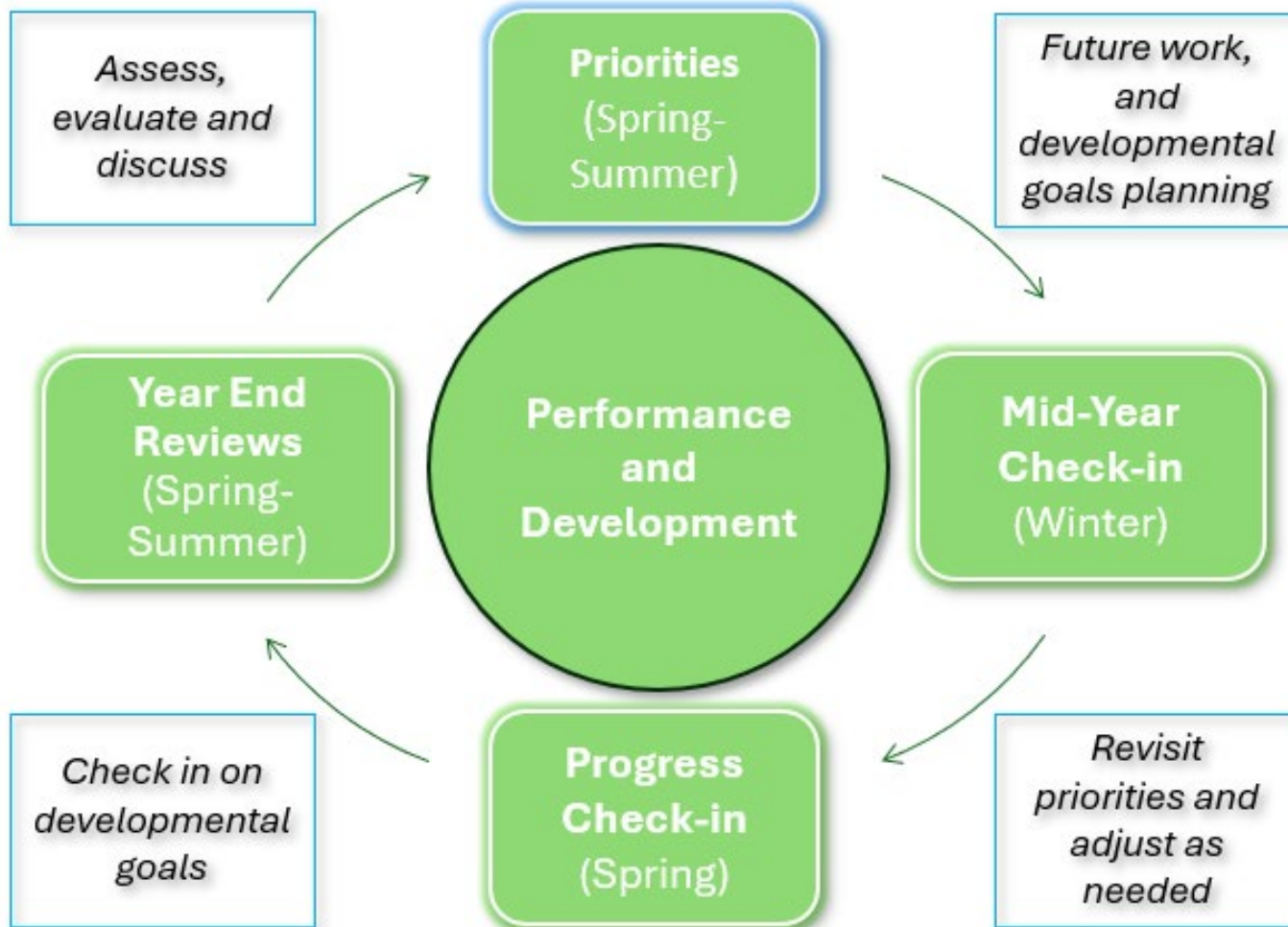
Behaviors
such as...

The Practice



Clarifying Expectations
Coaching and Directing
Cultivating Positive Culture
Decision Making
Flexing and Adapting
Feedback
Meaningful Conversations
Problem Solving
Processes and Outcomes
Rewards and Recognition
Technology and Tools Application

The Process



Performance Management

S.M.A.R.T. Goals Example

S: *Specific*

M: *Measurable*

A: *Achievable*

R: *Reasonable*

T: *Time-Bound*

Specific: "Improve organization of faculty records by digitizing paper files."

Timing, Reasonable, Achievable: "By the start of spring semester, I'll improve the organization of faculty records by digitizing and indexing all paper files into a new electronic records system."

Measurable: "...reducing physical file storage space needs by 50%."

"By the start of the spring semester, I will improve the organization of faculty records by digitizing and indexing all paper files into the new electronic records system, reducing physical file storage space needs by 50%."

Meaningful Conversations

- **Why are they Important?**
- **Framework**
- **1:1 Meetings**
- **Coaching vs. Directing**
- **Feedback Conversations and Models**
- **Listening Skills**
- **Open Ended Questions**
- **Stay Interviews**
- **AI as a Writing Partner**
- **EAP**



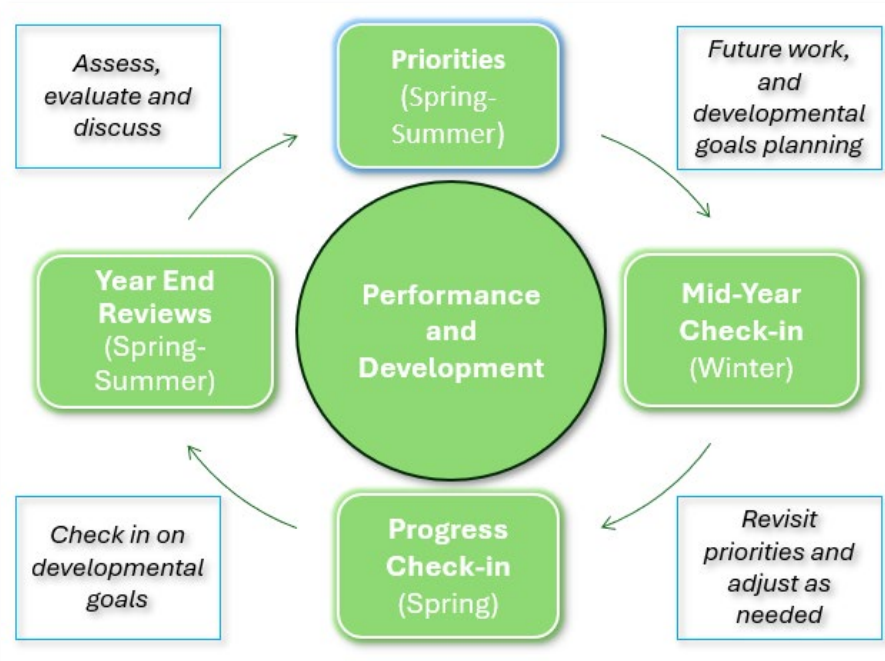
Meaningful Conversations: Why are they Important?

1. Create a **foundation** for investment in an employee's development.
2. Establish a **starting point** for career development and professional growth.
3. Build **trust** between an employee and their manager.
4. Help an employee **connect** their individual goals and aspirations with SEAS team goals.



Meaningful Conversations: Framework

Performance Management Conversations



Additional Meaningful Conversations with Directs		
Conversation	Frequency	Focus
1 on 1	Weekly or Bi-weekly	Day to day tasks, tactical guidance
Ad-Hoc	As Needed	Problem solving, time sensitive issues
Career	Annually	Long-term interests, view, options
Coaching	As Needed	Guidance, skills, growth, open-ended questions
Feedback	Frequently	Achievements, growth, development, improvement
Professional Development	Quarterly or As Needed	Stretch assignments, opportunities, training
Stay Interview	Annually	Employee satisfaction and aspirations

Meaningful Conversations: 1 on 1 Meetings

- **Logistics**

- Frequency, duration, dates, times, in person, virtual

- **Purpose of 1 on 1**

- Examples: Discuss status of work goals, projects, and tasks, receive guidance and feedback, talk through challenges or concerns, etc.

- **Agenda (in advance if possible)**

- Action items: Previous, current, new projects and tasks, statuses, owner(s), due dates
- Questions, challenges, obstacles, and solutions
- Goals, development progress, and accomplishments
- New ideas, feedback, items to defer to future

Coaching (Asking) vs. Directing (Telling)

Coaching	Directing
Focus: Empowerment and Personal Development	Focus: Task Completion and Instructions
Approach: Guiding and Asking Questions	Approach: Providing Clear Guidance
Role: Facilitator	Role: Authoritative Leader
Goal: Long-term Growth	Goal: Efficient Task Completion
Orientation: Non-directive	Orientation: Directive
Feedback: Observations and Probing Questions	Feedback: Performance-based

Choose the approach that best fits your goal...Growth (Coaching) vs. Efficiency (Directing).

Coaching Questions

Examples of coaching questions a manager could ask an employee:

When ***delegating*** a task to an employee, ask...

- *“How do you want to accomplish this?” or “What resources do you need?”*

When helping an employee work through a ***challenge*** or ***problem***, ask...

- *“What have you tried?” “What else could you try?” or “Whose help can you get?”*

When ***debriefing*** on a situation or giving ***feedback*** to an employee, ask...

- *“How do you think that went?” or “What would you do differently next time?”*

Feedback Conversations

Feedback should...

- Be **timely, specific, and factual**.
- Be delivered with **respect** and **empathy**.
- Be **positive** (when possible) and **constructive** (when warranted).
 - Positive feedback acknowledges **success** and recognizes behaviors of positive **impact**.
 - Constructive feedback specifies **behaviors, impact, and desired new behaviors** forward.
- Acknowledge **successes** and areas for **growth** and **development**.
- Occur **regularly** between **managers** and **employees** throughout the year.

Additional Considerations:

- Always actively **listen** and seek to **understand** context before sharing observations.
- Respectful **communication** and **relationship building** is essential when giving feedback.
- **Trust** and regular positive interactions help make constructive feedback more effective.

Giving and Receiving Feedback: Why



- Creates **connectivity** around how peoples' work **impacts** the organization.
- Generates innovative **ideas, options, and solutions.**
- Improves **accountability, trust, and respect.**
- Influences **positive behaviors and outcomes.**
- Provides **clarity and transparency** around expectations.

Giving and Receiving Feedback: What, When, and Where

What?

- Feedback can be positive, constructive, or difficult

When?

- It can be a planned and intentional engagement or could occur “in the moment”
- Recommend a frequency of at least quarterly; ongoing even better

Where?

- Private 1:1 vs. in a group setting



Giving and Receiving Feedback: General Preparation Checklist

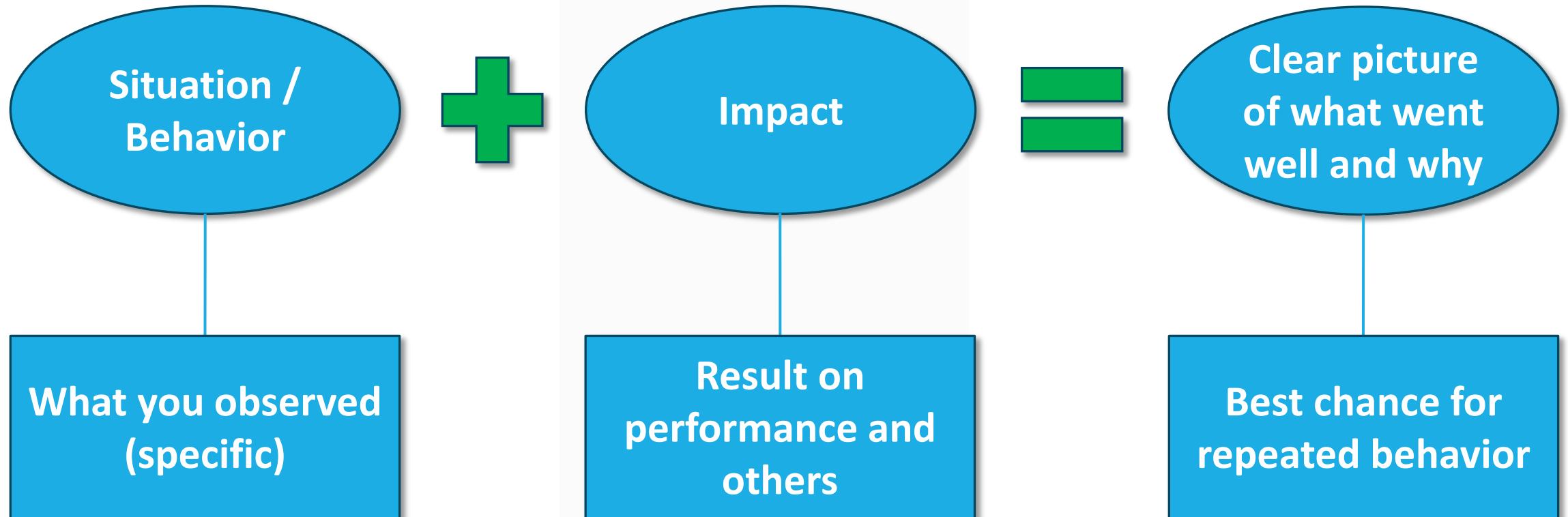
- Gather information** (e.g., goals, job description, achievements, client feedback).
- Prepare key messages and conversation points** that are **specific, factual**, and focus on **behaviors**, and **not personality**.
- Develop **open-ended questions** to ask.
- Ensure **environment** for delivery is private and confirm time allotment for meeting.
- Determine which of the **feedback formulas** to utilize (to be covered shortly in this deck).

Giving and Receiving Feedback: General Delivery Checklist

- Maintain an **open mind**.
- Seek to **understand** and **avoid assumptions**.
- Focus on your **tone**.
- Recognize **emotions** and potential **impact of feedback**.
- Explore **facts** and use **concrete examples**.
- Actively listen**.
- Create a **forward focus**.

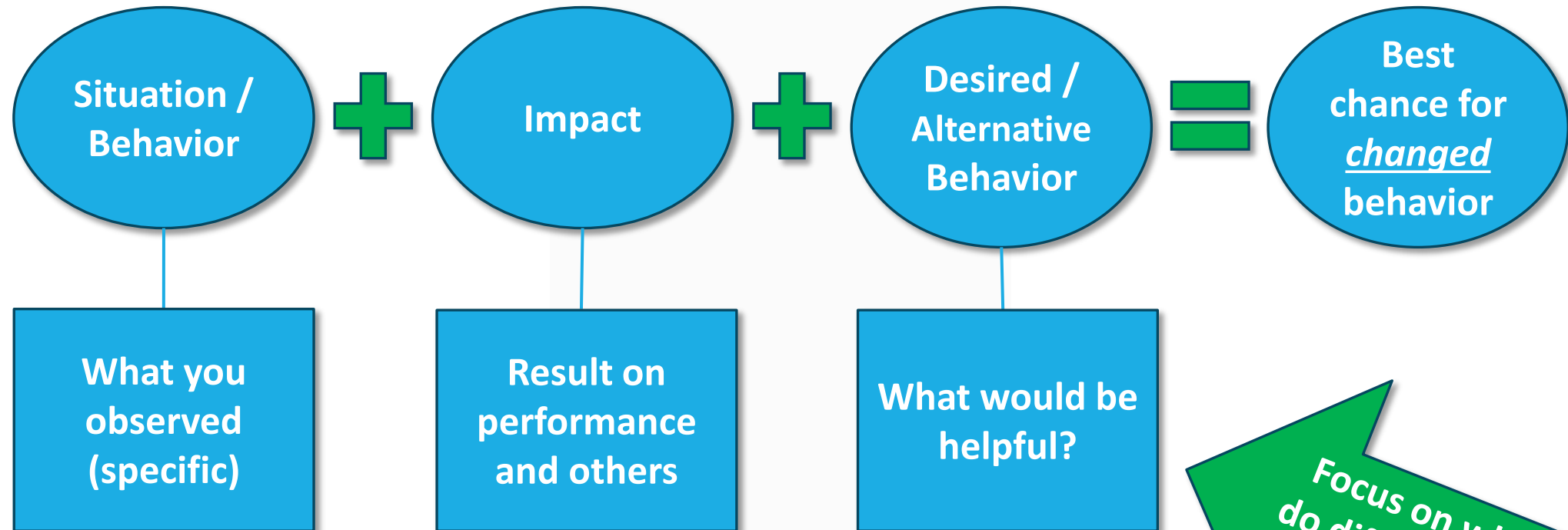
Giving and Receiving Feedback

Formula: Positive



Giving and Receiving Feedback

Formula: Constructive



Focus on what they can do differently rather than what they're doing

Listening Skills

Skills	Phrases and Behaviors
Create the Right Environment: Set aside physical distractions to focus completely on the other person.	Speaker: <i>“Can we talk about a challenging situation that I am having?”</i> Listener: <i>“This is a good time. I will silence my phone and close the door to give you 100% of my attention.”</i>
Seek to Understand: Focus on the speaker's message, rather than your response.	Bracketing: <i>Imagine putting aside your nagging thoughts or wanting to debate.</i> Body Language: <i>Lean forward, establish and maintain eye contact, comfortable posture.</i>

Listening Skills, Cont'd

Skills	Phrases and Behaviors
Paraphrase: Validate the speaker's message by rephrasing, using your own words to confirm their meanings. Use reflective language.	<i>"As I hear it, you..."</i> <i>"I'm picking up that you..."</i> <i>"It sounds like you..."</i>
Perception Check: Check your belief(s) about what the speaker feels or thinks – unspoken assumptions, conclusions, feelings.	<i>"It appears that you place a high value on..."</i> <i>"So, the way you're feeling now is that..."</i> <i>"You seem to have a sense of..."</i>

Open Ended Questions

Open-ended questions help managers and staff to more clearly understand what is happening, what is needed, and to discover different ways of thinking and acting to be more satisfied and fully contributing to our roles.

*What, How, When, Where, Who, Why**

Open Ended Questions Examples

- ❑ **What** priorities should I focus on this year?
- ❑ **How** will I know if I'm on the right track?
- ❑ **When** are the best days and times for us to meet?
- ❑ **Who** else might be a resource to me (or us)?
- ❑ **Why** do we use this process over that one?
- ❑ **What** is your (our) understanding about the project?
- ❑ **What** might I (we) do differently (to achieve success)?
- ❑ **How** can I (we) best mitigate xyz risk?

Difficult Conversations: Impact of Avoiding vs. Engaging

Avoiding or delaying can result in:

- Damage to relationships.
- Increased conflict, stress, and anxiety.
- Missed opportunities, decreased productivity, and other disruptive impact.
- A difficult situation continuing.

Engaging can result in:

- Strengthened relationships.
- Additional insights, options, support, and resources to resolve identified.
- Identification of other challenges that if resolved improve outcomes.
- Improved environment, morale, etc..

Difficult Conversations: Preparation

Stages	Details
Specifics	<ul style="list-style-type: none">• Confirm the issue and goal of the conversation.• Gather specifics, examples, facts.• Identify your own biases and assumptions.
Setting Meetings	<ul style="list-style-type: none">• Meet regularly as a standard approach but remain flexible for “in the moment” conversations too.• Schedule appropriate times in private, neutral settings.
Mindsets	<ul style="list-style-type: none">• Anticipate and acknowledge feelings, emotions, and personal impact for both of you.• Approach with curiosity to understand, positive intent, empathy, and honesty.• Consider power dynamics, cultural context, and interpersonal history.• Reserve judgement and blame.

Difficult Conversations: Execution

Stages	Details
Framing the Conversation	<ul style="list-style-type: none">• Create psychological safety.• Open the conversation constructively.• Start with intent and shared purpose and seek to agree on shared goals or values.• Use “I” statements rather than blame-focused language. (e.g., “I need for us to have a conversation about xyz. I’d like to work through the challenges that have arisen and identify best path forward, together.”)
Active Listening	<ul style="list-style-type: none">• Ask clarifying questions, confirm issue and/or root cause(s).• Build trust by actively listening and framing back what you hear and understand.• Use silence to give space.

Difficult Conversations: Execution, Cont'd

Stages	Details
Staying on Track	<ul style="list-style-type: none">• Gently redirect if the conversation derails.• Separate facts from feelings without invalidating emotions.
Managing Emotions in Real Time	<ul style="list-style-type: none">• Acknowledge emotions when they arise and avoid passing judgment.• Pause the conversation if it becomes unproductive.• Regulate your own emotions – stay calm and centered.
Moving Toward Resolution	<ul style="list-style-type: none">• Brainstorm options, solutions, and ways forward together.• Identify mutual understanding or agreements.• Summarize key points and clarify next steps.• Confirm where answers are still TBD.
Follow-Up	<ul style="list-style-type: none">• Document the conversation, if needed.• Set a check-in or follow-up plan.

Stay Interviews

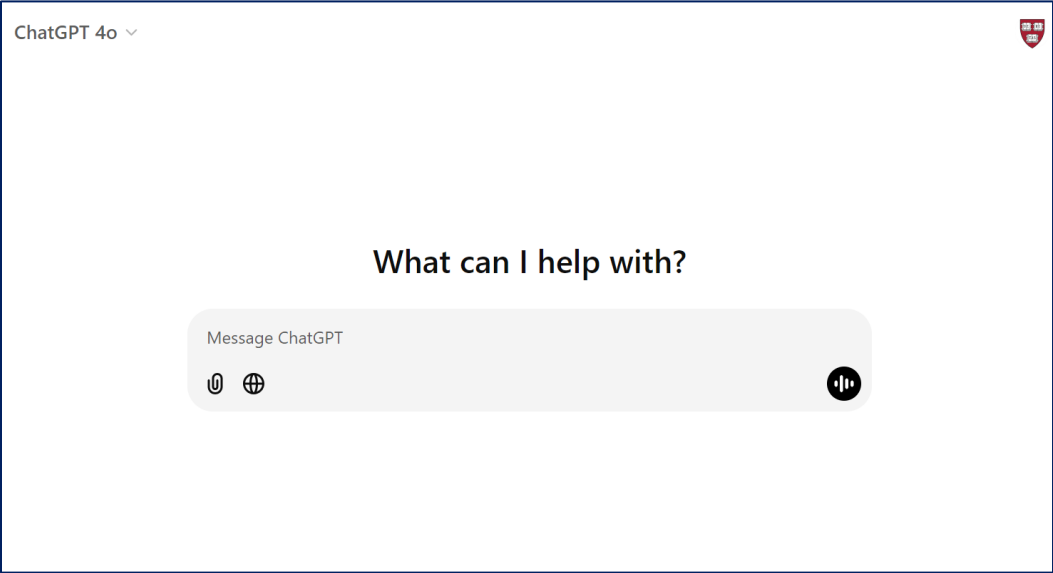
Stay interviews: One-on-one interviews between a manager and a direct report. Goal is to learn what makes employees want to keep working for an organization. Likewise, it's designed to surface what might motivate them to leave.

Duration	Topic
5 min	<ul style="list-style-type: none">• Check-in on how they're doing.
5 min	<ul style="list-style-type: none">• State intent of the meeting, expectations, and value of team member. The goal is honest, transparent exchange.• Example: "X, you're a big part of our team's success. I wanted to make sure you were aware of that. My hope, if possible, is to keep you here with us. I'd like to know, what will keep you here? What might entice you away?"
30 min	<ul style="list-style-type: none">• Sample Stay Interview questions to consider:<ul style="list-style-type: none">○ How is your current work location plan (hybrid, remote, on-campus) working?○ What enables you to be most productive? What stands in your way?○ Which talents of yours are not being fully utilized?○ What opportunities do you have to connect with others on the team? What about opportunities you and I have to connect?○ On a scale of 1-10 (1 lowest, 10 highest) how would you rate your current work / life balance? How can I help improve this?○ How can I support your professional development and career goals?
5-15 min	<ul style="list-style-type: none">• Co-design an Action Plan:<ul style="list-style-type: none">○ Establish a date specific timeline for action on what was discussed.○ Manage expectations or limitations.○ Offer opinions, options, and plan a follow-up meeting.

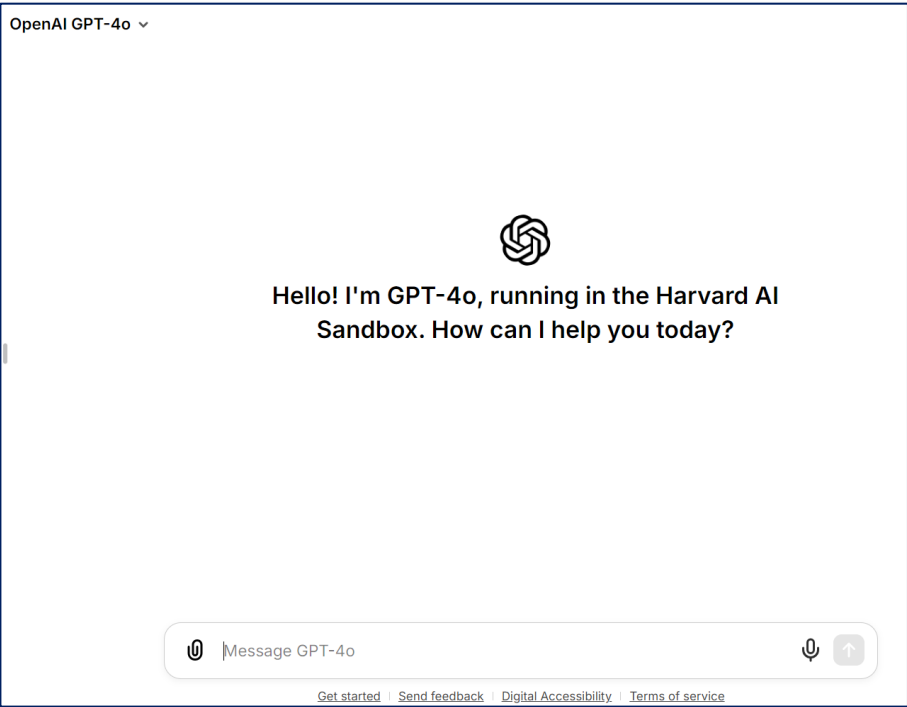
AI as a Writing Partner

Recommended Harvard Tools

Harvard's AI Sandbox



Harvard's ChatGPT



AI as a Writing Partner

Pros

- Efficient synthesis of performance information.
- Drafts meeting topics and talking points.
- Standardization, consistency, and time savings.
- Helps managers provide constructive feedback.
- Supports skill and career development ideation.

Cons

- May produce generic or misaligned feedback.
- Lacks empathy, emotional intelligence, and context.
- Over-reliance can undermine personal interactions and trust.

Practical Usage Recommendations

- 1. Reminder:** Partner proactively with HRBP for communicating performance feedback whether written or verbal.
2. Use as supplementary tool and thought partner, not as a replacement for personal conversations.
3. Evaluate, validate, and adjust outputs for accuracy and alignment.
4. Provide AI with as much context as possible to increase accuracy.
5. Practice continuous learning on AI's best uses and limitations.



**Some of our key points distilled from: "4 Use Cases for AI in Performance Management" (TechTarget.com, Eric St-Jean)*

AI as a Writing Partner: An Example



Hello! I'm GPT-4o, running in the Harvard AI Sandbox. How can I help you today?

Query Prompt 1



Message GPT-4o



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“Take the following brief notes and develop an email that I can send to my direct report to recap and document our recent conversation: we met for 30 minutes, I needed to tell you about some feedback I've been getting from stakeholders about your lack of responsiveness and unprofessional tone in emails, this has been happening more recently. I expect you to respond to requests within 24 hours even if just to acknowledge receipt, proofread your messages, or ask me to if you are unsure of tone. You said you are feeling busy. I told you to let me know if you are having trouble meeting deadlines. This has to improve or there may be repercussions.”

AI as a Writing Partner: An Example

Chat GPT Output 1

Subject: Follow-Up on Our Recent Conversation

Hi [Direct Report's Name],

Thank you for taking the time to meet with me for 30 minutes earlier today. I wanted to document our conversation and recap the key points we discussed.

1. I shared feedback I've been receiving from stakeholders regarding concerns about your lack of responsiveness and, more recently, an unprofessional tone in your emails.
2. To address this, I emphasized the importance of responding to requests within 24 hours, even if it's just to acknowledge receipt of the message.
3. I also asked that you proofread your messages carefully before sending them. If you are ever uncertain about tone, I encourage you to reach out to me for input.
4. You mentioned that you've been feeling busy, and I reminded you to let me know if you are having difficulty meeting deadlines so that we can strategize on how to manage your workload.

It's important that these issues are addressed promptly. Going forward, I expect consistent improvement in both responsiveness and email communication. If this does not improve, there could be repercussions.

Please don't hesitate to reach out if you have any questions or need further support. I'm here to help.

Best regards,

[Your Name]

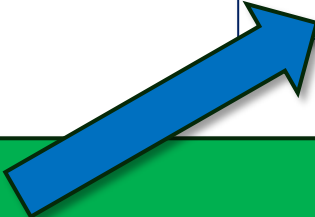
AI as a Writing Partner: An Example

Query Prompt 2

 Message GPT-4o



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Please use different terminology that "repercussions" but still emphasize that it would be problematic not to have sustained improvement.

AI as a Writing Partner: An Example

Chat GPT Output 2

Subject: Follow-Up on Our Recent Conversation

Hi [Direct Report's Name],

Thank you for taking the time to meet with me for 30 minutes earlier today. I wanted to document our conversation and recap the key points we discussed.

- 1. I shared feedback I've been receiving from stakeholders regarding concerns about your lack of responsiveness and, more recently, an unprofessional tone in your emails.**
- 2. To address this, I emphasized the importance of responding to requests within 24 hours, even if it's just to acknowledge receipt of the message.**
- 3. I also asked that you proofread your messages carefully before sending them. If you are ever uncertain about tone, I encourage you to reach out to me for input.**
- 4. You mentioned that you've been feeling busy, and I reminded you to let me know if you are having difficulty meeting deadlines so that we can strategize on how to manage your workload.**

It's important that these issues are addressed promptly and that sustained improvement is demonstrated moving forward. Not addressing these concerns could create challenges for both your role and the team.

Please let me know if you have any questions or if there's any additional support you need from me. I'm here to help.

**Best regards,
[Your Name]**

AI as a Writing Partner: An Example

Query Prompt 3



Message GPT-4o



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Can you add the impact of the behavior in this recap?

AI as a Writing Partner: An Example

Subject: Follow-Up on Our Recent Conversation

Chat GPT Output 3

Hi [Direct Report's Name],

Thank you for taking the time to meet with me for 30 minutes earlier today. I wanted to document our conversation and recap the key points we discussed.

1. I shared feedback I've been receiving from stakeholders regarding concerns about your lack of responsiveness and, more recently, an unprofessional tone in your emails. This behavior has impacted the team's ability to maintain effective communication with stakeholders, potentially undermining trust and the professional image of our department.
2. To address this, I emphasized the importance of responding to requests within 24 hours, even if it's just to acknowledge receipt of the message.
3. I also asked that you proofread your messages carefully before sending them. If you are ever uncertain about tone, I encourage you to reach out to me for input.
4. You mentioned that you've been feeling busy, and I reminded you to let me know if you are having difficulty meeting deadlines so that we can strategize on how to manage your workload.

It's important that these issues are addressed promptly and that sustained improvement is demonstrated moving forward. Continuing these behaviors could result in further challenges for both your role and the team, including delays in deliverables, strained stakeholder relationships, and additional scrutiny of your work.

Please let me know if you have any questions or if there's any additional support you need from me. I'm here to help.

Best regards,
[Your Name]

Employee Assistance Program (EAP)

[Employee Assistance Program | HARVie](#): Free, Confidential Emotional and Mental Health Services available 24/7 to support you and your adult household members.

- Whether you're dealing with personal or work-related challenges, Harvard's Employee Assistance Program, in partnership with KGA Life Services, is here to provide the help you need.
- KGA offers a confidential assistance ensuring that no personal or service-related information will be shared without consent, whether communication occurs via phone, text, or online resources.
- Exceptions to confidentiality are only made if there is a legal obligation due to potential harm to oneself or others. The program aims to provide support for a more balanced life.

Explore Resources:

- Visit: [Employee Assistance Program \(My.KGALifeServices.com\)](#) (company code: harvard)
- Call: 877-EAP-HARV (877-327-4278)
- Download: KGA Mobile App from the Apple or Google Play stores
- KGA Overview found [here](#)



Employee Assistance Program (EAP) Manager Consultation/Support

KGA provides **confidential coaching** and **consultations** to managers and supervisors.

Senior counselors are available to respond to a wide range of employee-related issues you may face as a manager.

Every day KGA consults with managers to help them support employees with emotional/mental health concerns and personal issues, or address employee conflict and performance issues.

Key areas of support include:

- Making Effective Referrals for Employees
- Managing Team Conflict
- Responding to Critical Incidents

Visit **My.KGALifeServices.com** (link: [KGA MyLifeServices](#)) for:

- Highlighted Manager Resources
- Online Training Programs
- Managers Bookshelf



More Human. More Resources.

For more support, contact KGA at:

harvardeap.kgreer.com
company code: **harvard**

877-327-4278

info@kgreer.com



For easy access,
download our app, KGA Mobile:





Manager Training and Professional Development Resources



Instructor-led Courses

- Universal Manager Training
- Communication and Feedback Courses
- Additional Center for Workplace Development Manager Courses

Universal Manager Training (UMT)

UMT: Program equips managers with core knowledge and skills required to be successful. UMT is a requirement for all Harvard University managers with at least 1 direct report.

Program and Learning Objectives:

1. Maximize participation via a blended format (a mix of online modules and virtual, live sessions), with a focus on relatable case scenarios.
2. Elevate understanding of compliance and employment laws and policies that are critically related to a manager's role.
3. Provide strategies for creating a safe, productive, and diverse work environment.
4. Discuss and practice key interpersonal skills needed to successfully manage people.

Commitment Expectations:

- Attend all 3 in-class sessions.
- Complete assigned homework including 45-minute online modules.
- Actively participate and be prepared to customize session-content to yourself and your role.
- Practice skills between sessions and be prepared to share reflections.
- Complete course evaluation following class-completion.

Universal Manager Training (UMT) Curriculum

UMT Curriculum by Day					
Experience	<i>Live Class Day 1</i>	<i>Self-paced Online Module Set 1</i>	<i>Live Class Day 2</i>	<i>Self-paced Online Module Set 2</i>	<i>Live Class Day 3</i>
Topics Covered	<ul style="list-style-type: none"> • Overview • Active Stewardship • Engagement • Trust • Dynamic Work • Planning • Performance Management 	<ul style="list-style-type: none"> • Employment Laws & Harvard Policies • Family and Medical Leave Policies • Disability Inclusion & Reasonable Accommodations • Dynamic Work & Supporting Wellbeing 	<ul style="list-style-type: none"> • Debrief modules and 1-week experiment check-in • Delegation • Feedback • Management in Practice Scenarios related to online modules 	<ul style="list-style-type: none"> • Equity, Diversity, Inclusion, and Belonging as a Manager • Promoting Gender Equity in the Workplace • Managing Safety 	<ul style="list-style-type: none"> • Debrief modules and 1-week experiment check-in • Coaching • Development Conversations • Managing Change • Management in Practice Scenarios related to online modules • Program Close
Time Required	3 hours (9 am-12 pm)	~1 hour total	3 hours (9 am-12 pm)	~1 hour total	3 hours (9 am-12 pm)
Format	Virtual via Zoom	Online via HTP	Virtual via Zoom	Online via HTP	Virtual via Zoom



Communication and Feedback Courses

- [Giving and Receiving Feedback](#)
- [Influencing Without Authority](#)
- [Insights for Communicating at Work](#)
- [Navigating Difficult Conversations](#)

Harvard's Center for Workplace Development (CWD)

[Center for Workplace Development \(CWD\)](#): Provides expertise in attracting and developing staff members, cultivating and growing leadership, and preparing teams, staff, and leaders to succeed today and in the future.

Offers courses and workshops for **managers**, that provide organizational development support, executive coaching, and department consulting support. Some noteworthy manager courses are:

- [Becoming a Coaching Manager](#)(opens in a new tab) (Prerequisite: UMT) [Live Virtual Course]
- [Effective Brainstorming: Leading Team Problem Solving](#) [Live Virtual Course]
- [Manager's Community Forum](#) [Manager Facilitated Dialogues]
- [Managing Change from the Middle](#) [Live Virtual Workshop]
- [Managing with a Resilient Mindset](#) [Live Virtual Course]
- [Peer Practice Session: Constructive Conversations and Feedback](#) (Prerequisite: UMT) [Live Virtual Course]
- [Structuring Effective Team Communication](#) [Live Virtual Course]
- [Universal Manager Training \(UMT\)](#) [Live Program] (profiled earlier in this deck, strongly recommended as a prerequisite for all management classes)

Self-Paced and Online Resources

- Dynamic Work
- Harvard ManageMentor
- LinkedIn Learning
- Professional Development and Career Exploration
- Professional Development: HLDP
- University Policies, Procedures, and Additional Resources
- Medical and Other Leaves of Absence
- Accommodations: References
- University Disability Resources





Dynamic Work at Harvard

- Dynamic Work refers to the range of options for when and where work can happen at Harvard.
- Harvard is committed to discovering and implementing new ways to show staff that they matter, make space for their lives outside of work, and support their growth and development.
- By embracing strategic flexibility, we support the well-being of our staff, increasing engagement and commitment to advance our mission.

Dynamic Work Resources

Courses

- [Dynamic Work Overview](#) [Self-Paced]
- [Dynamic Work Courses](#) [Multiple Self-Paced]
- [Dynamic Work Microlearning Series](#) [Short Learnings] (HarvardKey required).

Read

- [Harvard's Guiding Principles for Dynamic Work](#) [Short Article]

Tool

- [Dynamic Work Microlearning Tip Sheet](#)

Additional Resources

- [Dynamic Work Glossary of Terms and Definitions](#) [Reference Document]
- [Out Of State Employment](#) [Reference Document]
- [Dynamic Work | Human Resources](#) [Landing Page]

Harvard ManageMentor

[Harvard ManageMentor](#): On-line resource developed by Harvard Business School Publishing.

- Over 40 Modules that address various challenges managers face.
- Formats: Short videos, exercises, self-tests, on-line articles, recommendations for further learning.

The screenshot displays the Harvard Training Portal interface. At the top, the Harvard University logo and 'Harvard Training Portal' are visible, along with a search bar and navigation tabs for 'HOME', 'ME', and 'GROUPS'. The main content area shows search results for 'Harvard ManageMentor', with 43 results found. The results are displayed in a grid format, with each result card featuring the Harvard ManageMentor logo, the title of the module (e.g., 'Global Collaboration (HMM)', 'Hiring (HMM)', 'Budgeting (HMM)'), the version number, the course type, and a 'LAUNCH' button. A sidebar on the left provides filters for 'RESOURCE TYPE' (All Areas, Learning Catalog (43)), 'LEARNING EVENT TYPE' (Class/Course (43)), 'DELIVERY TYPE' (Web-Based (43)), and 'CATEGORY' (Harvard ManageMentor (43), By Training Organization (43), Professional Development (43)).

Harvard ManageMentor

The screenshot shows the Harvard Training Portal interface. At the top, there is a navigation bar with 'HOME', 'ME', and 'GROUPS' tabs. A search bar contains the text 'difficult conversations'. Below the search bar, there are filters for 'All', 'Learning Catalog', 'Links', 'Files', 'Videos', 'Pages', 'Discussions', 'Groups', and 'Meetings'. A 'Sort By' dropdown is set to 'Relevance'. The main content area displays a grid of search results under the heading 'Learning Catalog (408)'. The results are as follows:

Duration	Course Title	Status
01h 07m	Having Difficult Conversations	Not Registered
00h 17m	Quick Scripts for Difficult Conversations	Not Registered
02h 30m	Navigating Difficult Conversations (University-Wide)	Not Registered
00h 24m	Difficult Conversations about Politics at Work	Not Registered
00h 16m	Difficult Conversations: Talking about Race at Work	Not Registered
00h 57m	The Manager Conversations	Not Registered

- [Having Difficult Conversations \(Self-Paced\)](#)
- [Quick Scripts for Difficult Conversations \(Self-Paced\)](#)
- [Navigating Difficult Conversations \(Harvard CWD Virtual Course\)](#)

LinkedIn Learning

[LinkedIn Learning](#): Provides Harvard employees and students with over 10,000 on-demand courses on computer software, professional skills, and creative skills from industry experts.

The screenshot shows the Harvard Training Portal interface. At the top, there is a navigation bar with 'HOME', 'ME', and 'GROUPS' tabs. Below this is the Harvard Human Resources logo and a search bar. The main banner features a photograph of a modern building interior with the text 'Center for Workplace Development' and 'Welcome, David'. Below the banner, there are three columns of content: 'PROFESSIONAL DEVELOPMENT' with links to 'Enhance Your Productivity', 'Strengthen Your Communication Skills', 'Focus on Your Career Development', and 'Explore Equity, Diversity, Inclusion, & Belonging'; 'FEATURED LEARNING' with 'Career Connections across Harvard Events' and 'Learn About Generative Artificial Intelligence (GenAI)'; and 'QUICK LINKS' with 'LinkedIn Learning', 'Harvard ManageMentor', 'Local Training Organizations', 'Accounting and Finance Learning Portal', and 'PeopleSoft Help Portal'. A blue arrow points from the 'LinkedIn Learning' link in the 'QUICK LINKS' section towards the explanatory text on the right.

These courses can be accessed through the [Harvard Training Portal \(HTP\)](#) or through the LinkedIn Learning site directly, through [LinkedIn Learning through HarvardKey](#) to ensure that your Harvard access is recognized by LinkedIn.

Not sure where to start? Check out our [Popular Courses](#) page for a list of recommended courses that are popular at Harvard. It contains links to courses on productivity, remote work, Microsoft and Adobe tools, EDIB, career development, and more.

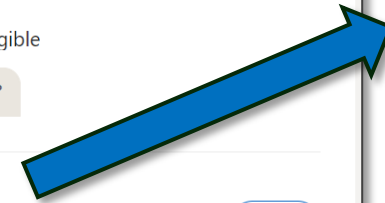
For help with access, refer to the [login problems](#), [FAQs](#), or [Mobile Access](#) pages.

LinkedIn Learning: Manager Specific

The screenshot shows the LinkedIn Learning interface with a search for 'manager'. The search bar is highlighted with a blue box. The results are filtered by 'English', 'Type', 'Hands-On Practice', 'Time to Complete', and 'Level'. Three courses are listed:

- Essential Lessons for First-Time Managers**
 - Course Popular
 - 1h 5m • Beginner • Jun 2021
 - LinkedIn • By: Dave Labowitz and Madecraft
 - 4.8 ★★★★★ (6,380) • 183,634 learners • Certificate Eligible
 - Buttons: Summarize key learnings, Is this course a good fit for me?
 - Save button
- Be the Manager People Won't Leave**
 - Course Popular
 - 27m • Beginner + Intermediate • Updated Apr 2024
 - LinkedIn • By: Laurie Ruettimann
 - 4.7 ★★★★★ (16,652) • 1,638,502 learners
 - Buttons: Summarize key learnings, Is this course a good fit for me?
 - Save button
- New Manager Foundations**
 - Course Popular
 - 2h 3m • Beginner • Mar 2023
 - LinkedIn • By: Todd Dewett
 - Buttons: Summarize key learnings, Is this course a good fit for me?
 - Save button

- [Essential Lessons for First-Time Managers](#)
- [Be the Manager People Won't Leave](#)



Professional Development and Career Exploration

Learning & Development

- [Harvie: Learning and Development](#)

- [CWD Course Offerings](#)
- [Professional Development Programs](#)

- [Career Mobility](#)
- [Career Development \(Internal Resources, Tools, and Courses\)](#)

Explore

New Employees

Learning & Development

Center for Workplace Development Courses

Professional Development Programs

Bridge Program

Administrative Fellowship Program

Organizational Development Consulting

Executive Coaching

Career Mobility



At Harvard, we are committed to helping you reach your full potential. Our programs are designed to support you both in your current role and along your long-term career journey. You'll be part of a vibrant community that is focused on learning and offers opportunities to help you become the best version of yourself.

We want you to feel confident in your current role, develop new skills, explore new pathways, and find ways to strengthen your unique talents, perspectives, passion, and purpose.

We offer professional, career, and leadership development courses and programs; executive and faculty development workshops; self-paced, online learning; organizational development consulting; and executive coaching to help you better manage all the opportunities – and challenges – that work throws your way.

[Related Links](#)

[Contact Us](#)

Professional Development: HLDP

[Leadership Development \[Main Page\]](#)

Learning & Development

[Courses](#) | [How to Register](#)

Professional Development

[Harvard Bridge Program](#)

[Harvard Internal Professional Pathways](#)

[Harvard Senior Administrator Fellowships for Professional and Lifelong Learning](#)

[Leadership Development](#)

[Talent Development Program](#)

[Universal Manager Training Program](#)



To help you build skills and reach your goals as a leader, the Center for Workplace Development (CWD) offers training, tools, and support through the Harvard Leadership Development Program and leadership coaching services.

Leadership Development Program

The Harvard Leadership Development Program (HLDP) is a competency-based curriculum comprised of five separate programs to address the unique leadership development needs of employees at all levels: support staff, individual contributors, supervisors, mid- to senior-level managers and University executives.

By taking part in assessments, group exercises, and case study discussions, you will enhance your leadership skills and deepen your understanding of your personal leadership style.

To participate, employees should notify their manager and discuss the selection process. You can learn more about the process by reviewing our [HLDP: Roles in the Selection Process](#) overview and get more information on the dates and costs in the [HLDP Overview](#).

The [Harvard Leadership Development Program](#) (HLDP)

- Competency-based curriculum.
- Comprised of five separate programs to address the unique leadership development needs of employees at all levels:
 - Support staff
 - Individual contributors
 - Supervisors
 - Mid- to senior-level managers
 - University executives



University Policies, Procedures, and Additional Resources

[HARVie](#) (Harvard Information for Employees): Policies and Contracts

- [Harvard Union for Clerical and Technical Workers \(HUCTW\) Agreement](#) and [Personnel Manual](#) for all bargaining unit employees
- [Staff Personnel Manual](#) for non-bargaining unit employees (administrative/professional).
- [University Policies](#): Apply to all employees and work alongside their relevant personnel manual. Policies are owned and managed by several different groups at the University, Human Resources, The Office of the Provost and Financial Administration, among others.

[Harvard Human Resources](#) supports the University's mission by fostering an engaging employment experience and offering rewards, educational, and career opportunities. Expertise encompasses total rewards, HR analytics, career and leadership development, organizational development, adult education, labor relations, employee communications, and talent management.

[SEAS HR](#) strives to develop and deliver innovative human resource programs and services designed to support the mission of SEAS and Harvard University. Our goal is to be the most effective, accountable, and engaged HR team possible. Core services and competencies include recruitment and staffing, diversity, employee and labor relations, compensation, performance management, employee development, HR information management, and regulatory compliance.

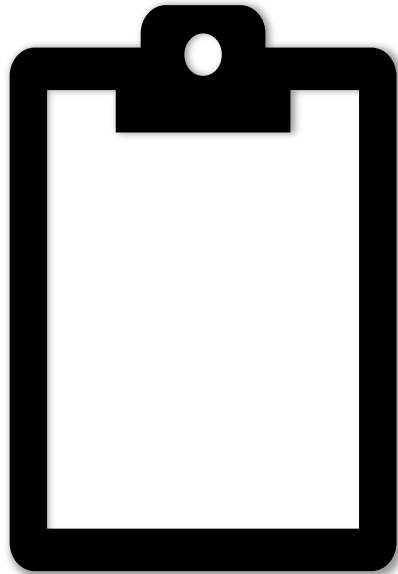
Medical and Other Leaves of Absence Resources

Harvard offers a variety of leave options for employees, both medical and non-medical. More information can be found by logging into HARVie.harvard.edu with your Harvard Key and entering these key words into the search window:

- Leaves of Absence
- Family Medical and Leave
- Massachusetts Paid Family and Medical Leave
- Short Term Disability
- Long Term Disability
- Policies, Forms & Contracts
- Staff Personnel Manual
- HUCTW Personnel Manual
- Pregnancy in the Workplace
- Workers' Compensation
- Domestic Violence Leave
- Military Leave of Absence
- Additional Paid Absences (Death in Family, Jury Duty/Court Appearance, Annual Military Reserve Training, etc.)
- Unpaid Leaves of Absence (Short-Term Personal Leave, Long-Term Personal Leave, Career Development, Government Service, etc.)
- Life Events – How to Change your Benefits



Accommodations: References



[Job Accommodation Network \(JAN\)](#)

[Employer Assistance Resource Network](#)

[Society for Human Resources Management \(SHRM\)](#)

[Equal Employment Opportunity Commission \(EEOC\)](#)

University Disability Resources

Digital
Accessibility

Planning
Accessible
Meetings

Assistive
Technology Lab

Service &
Assistance
Animals

Employee &
Student
Accommodations

Transportation &
Housing

Questions on Accessibility or Accommodations?



Harvard University Disability Resources

Richard A. and Susan F. Smith Campus Center, Suite 662

Ph: 617-495-1859 | TTY: 617-496-0466 | Fax: 617-495-8520

Email: disabilityresources@harvard.edu

Website: <https://accessibility.harvard.edu/>

Talent Acquisition and Retention Resources

- [Inclusive Hiring Practices](#)
- [SEAS Rewards and Recognition](#)



Inclusive Hiring Practices

[Talent Acquisition and Outreach](#)

- Leads diversity talent pipeline programs.
- Serves as resource on diversity outreach, [inclusive hiring practices](#), recruitment best practices, compliance, and systems.
- Works closely with [Office of Community and Campus Life](#).
- Collaborates with [University Disability Resources](#).

Talent Acquisition and Outreach

^ About Us

Benefits

Center for Workplace Development

Compensation

HR Analytics and Reporting

HR Consulting

Labor and Employee Relations

Office of Work/Life

[Talent Acquisition and Outreach](#)

Local Human Resources Offices

WHAT WE DO

The Talent Acquisition and Outreach (TAO) team is responsible for managing staff recruitment for Harvard Central Administration, as well as overseeing processes, systems, and outreach initiatives that support hiring efforts across the University. Our commitment lies in continuously improving and refining the talent acquisition and selection process. We are dedicated to sharing and strengthening recruiting best practices, fostering staff diversity through targeted outreach efforts, collaborating University-wide to enhance the experiences of both candidates and hiring managers, and maintaining fair and equitable practices.

OUR EXPERTISE

Our team is comprised of diverse and dedicated talent acquisition specialists who are passionate about promoting Harvard as an employer of choice. Our expertise includes:

- Implementing recruitment best practices and ensuring compliance
- Utilizing sourcing and outreach strategies to broaden applicant pools and identify potential new hires
- Advocating for inclusive recruitment practices to cultivate a diverse and welcoming workplace
- Implementing and supporting various hiring-related systems that streamline the application process and enhance Harvard's competitiveness in today's job market, including the management of the applicant tracking system (ATS), [Harvard Careers](#)
- Providing leadership and support for various programs and initiatives, including but not limited to pathway/internship, executive search, and contingent workforce programming

Rewards and Recognition

Harvard Service Milestone Recognition Program

- School wide acknowledgement at All Hands Meeting
- Managers may also acknowledge individual milestones with their teams

SEAS Giving Thanks Event

- Opportunity to express gratitude to a colleague with a handwritten note
- Held this fiscal year on November 19, 2024

SEAS Recognition Awards Program

- Harvard Heroes Award (University-Wide)
- Dean's Distinction Award
- Venky Award for Mentoring and Community Building
- Abacus Award for Faculty Collaboration with Staff

SEAS Spot Rewards: \$250 typically awarded for a specific effort such as project-based and time-bound work





Thank you!

Kimberly J. Harris

Assistant Dean for Human
Resources, SEAS HR

David J. Crowley

Learning and Development
Specialist, SEAS HR