

Optimistic Workplace Pyramid:

Element Actions to Create an Optimistic Workplace

Workplace Essentials—Elements that signal you care.	
Financial Fairness <i>Align pay and reward practices to outcomes.</i>	<ul style="list-style-type: none"> • Bonuses tied to team performance, not just individual • Open-book Finance (showing employees how they drive numbers) • Transparent reporting of all employees' salaries (example Buffer)
Work/Life Harmony <i>Reduce the friction between work and personal life.</i>	<ul style="list-style-type: none"> • Tuition reimbursement program—classes don't have to be related to an employee's position; could be classes "just for fun." • Work flexibility practices (work from home/anywhere) • Implement a no email after 6pm policy • "No Meetings Monday" • Extended paternity leave policy • Anti-workaholic policy
Relevant Tools <i>Provide the technology that makes work more efficient.</i>	<ul style="list-style-type: none"> • Annual review of software needs • Welcome Kit: laptops, tablets, smartphones, personal WiFi • Email access via smartphone and tablet • Use of communication tools: Slack, Jostle, for example • Updated job aids, policy manuals
Clarity <i>Intentionally and consistently set out to ensure priorities, expectations, and goals are known.</i>	<ul style="list-style-type: none"> • [Weekly] Friday Town Hall with CEO • Regular one-on-ones • Public dashboards linked to strategic goals and related projects • Goals set for the team • Goals cloud-technology solutions: 15Five, Tiny Pulse, WorkBoard • OKR practices (Objectives and Key Results) • 15-minute stand-up meetings
Well-being <i>Support the overall wellness of team members by offering solutions that help employees thrive.</i>	<ul style="list-style-type: none"> • Guest speaker series for each well-being category <ul style="list-style-type: none"> ◦ Retirement planning ◦ Planning for children's higher education • Sabbaticals [General well-being] • Career coaches [Career well-being] • Gym membership discounts [Physical well-being] • Yoga membership discounts [Physical, Spiritual well-being] • Energy management [Physical well-being] • Headspace or 10% Better apps [Spiritual well-being] • Work Recovery practices: no email after 6 pm, for example • SnackNation subscription [Physical well-being] • Habit Tracking (apps, journals, contests) • Company-wide wellness days off around holidays • No vacation accrual; no maximum • Monitor commitment fatigue* and purpose oppression** <p>*Commitment fatigue occurs when engaged employees work long hours, and their performance begins to slide.</p>

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	**Purpose oppression is when employees who work in highly purpose-oriented industries, healthcare, for example, begin to exhibit disengaged behaviors after frequent periods of “pushing” through demanding work.
Recognition <i>Help team members know what they do is appreciated.</i>	<ul style="list-style-type: none"> • Kudos box • Jostle (custom cloud-based intranet solution) • Peer-to-peer recognition practices • Recognition cloud technology solutions: Reward Gateway, Lattice

Self-Expression—Elements that support openness to innovation and change.	
Values Awareness <i>Develop greater awareness of your character and how to intentionally influence your decisions and improve the consistency of your interactions.</i>	<ul style="list-style-type: none"> • Innerwill’s Igniter (iOS app that automates values identification) • Values Circles: Share examples of people demonstrating company values • Values-based coaching and career development
Belonging <i>Create a team environment that helps people feel valued, wanted, and believe that they can be themselves.</i>	<ul style="list-style-type: none"> • Mentor programs • Work in pairs • One-on-Ones • Ongoing education about diversity and inclusion skills for all employees • Strengths alignment (StrengthScope assessment, for example) • Spend time getting to know the whole-employee • The Lunch Games: board games that staff play together during lunch • Job Crafting: re-crafting a job to align more strongly with employees’ strengths • Volunteer projects as a team • Family Appreciation Day
Psychological Safety <i>Promote curiosity in other people’s ideas and engage in open dialogue amongst team members.</i>	<ul style="list-style-type: none"> • Radical Candor—teaching employees how to give feedback (work by Kim Scott: book, workshops) • Measure psychological safety (http://www.midss.org/content/team-learning-and-psychological-safety-survey) • Team Retrospectives: 30-day review of how the team worked together and where the team can improve and continue what’s working • Project pre-mortems • Bias awareness training • From Pixar: “Plussing” (“I’d add ‘this idea’ to your idea.”)

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<p>Happiness*</p> <p><i>Deliberately implement tactics that can create happiness as a by-product.</i></p> <p>*A sense of happiness from meaningful experiences.</p>	<ul style="list-style-type: none"> • Use PACE (purpose, autonomy, collaboration, and excellence) <ul style="list-style-type: none"> ○ Purpose: At Salesforce.com each employee creates a five-page document called V2MOM (Vision, Values, Methods, Obstacles, Measurement) to show how their role is part of the company's mission. ○ Autonomy: At Ferrari, employees develop a career development plan and meet with their managers regularly to review it. Younger employees are assigned an older mentor. Employees learn what their strengths are and work with their leader to do more work that aligns with their signature strengths. ○ Collaboration: Use real-time communication tools like Slack or Yammer to open communications across silos; initiate activities that deepen relationships within and across teams: Open House, celebrate successes and milestones, employee meet-ups; Skip level meetings. Bluescape's virtual work platform. ○ Excellence: Share company Key Performance Indicators (KPIs) with employees and cascade them down to the team level and regularly review them; practices that reinforce peer-to-peer recognition; team goals that are set collaboratively; use OKR software • Salesforce monitors turnover at the manager level. Those managers with high turnover are coached on ways to improve the trend. They believe that there is a connection between the rate employees leave and the degree of happiness at work.
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Performance—Elements that facilitate meaningful progress in and satisfaction with work.	
<p>Feedback</p> <p><i>Sustain an ongoing practice of giving and receiving feedback.</i></p>	<ul style="list-style-type: none"> • Train leaders how to give and receive effective feedback • Train employees how to receive and give effective feedback • Team Retrospectives: 30-day review of how the team worked together and where the team can improve and continue what's working • Regular one-on-ones • Kudos box/kudos wall • Crowdsourced feedback tools: • Bi-annual performance reviews and quarterly check-ins • Real-Time feedback tools: Work Tango, Impraise, OfficeVibe, Lattice
<p>Strengths</p> <p><i>Know and assign work/projects that energize employees and taps into their knowledge, skills, and abilities.</i></p>	<ul style="list-style-type: none"> • Train managers on how to apply a strengths-based leadership approach • Job Crafting: re-crafting a job to align more strongly with employees' strengths
<p>Autonomy</p> <p><i>Use management practices that involve employees in decisions</i></p>	<ul style="list-style-type: none"> • Have purpose-related conversations as a team and individually. The goal is to ensure employees know "Why" the organization and team and individual role exist. • "20 percent time" to work on side projects to promote innovation

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<i>that impact them and allows them to determine how to complete their work.</i>	<ul style="list-style-type: none"> • Push some types of decision-making down to the team
Whole Person Growth <i>Support the growth of the person and not only the role.</i>	<ul style="list-style-type: none"> • Update tuition reimbursement policy to include payment for non-work-related classes that could lead to life fulfillment • Emerging Leaders Academy • Spouse/Significant other Day at Work • Invite family members, spouse/significant other attend an onboarding day (topical to family) • Skip level meetings that align with career growth aspirations
Flexibility <i>Give employees options that minimize the mental and time demands from work.</i>	<ul style="list-style-type: none"> • Revise policies and processes to minimize bureaucracy or unnecessary rules • Create a strategic initiative to allow more flexibility in work anywhere practices, telework philosophy that is okay with childcare needs • Allow employees with school-age children to start at 9 am • Implement use of video technology (Zoom) for team meetings • Phased retirement • Sabbaticals • Show employees how to align their work with their energy levels • No limits on number of vacation days
Flow <i>Implement solutions that give people time to do deep work.</i>	<ul style="list-style-type: none"> • Create Quiet Rooms for deep work • Show employees how to structure their day/week to align with their energy levels • No Device Zones • Pomodoro Technique (Work 52 minutes/8-minute break) • Green Light/Red Light double-sided sign on office doors and cube entrances • 30-minute meetings • "No tech meetings" (Ban laptops, tablets, and smartphones) • "No Meetings Monday" • Turn off notifications: email, smartphone, phone, social media

Performance—Elements that promote personal and professional fulfillment	
Purpose <i>Show team members how their work supports the team and the organization's goals.</i>	<ul style="list-style-type: none"> • Imperative company's purpose related assessments: individual, team • Redesign the experience of work • Redesign the customer experience • Live customer testimonials shared in meetings • Team goals developed by employees
Meaning <i>Help employees grow from the significance of the experience of work.</i>	<ul style="list-style-type: none"> • Job-crafting: Employees design meaningful tasks into their role • Integrate employee strengths into the daily experience of work, StrengthScope, for example • Stretch assignments • Reflect and present on insights from stretch assignment • Personal value identification • "Ride-alongs" (Spend time with customers to learn their realities)

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