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A Letter From Dan Shore

Dear Colleagues,

Happy New Year and welcome back. I hope the Winter Break (perhaps a distant memory by now!) gave each of you time to visit with family, celebrate, and recharge. I spent more than two weeks visiting my parents in southern Florida, and wish I could have bottled up some of the heat and humidity for all of us to use during the past couple of weeks.

Just before the break, I was pleased to see so many of you at the FAD Holiday Party at the Queens Head. I think this may have been the largest turnout yet, and can only help but wonder whether the sangria had something to do with it! Over the past couple of years I have insisted (for the sake of morale, of course) on participating with a top secret group from FAD in a taste test that leads to our holiday cocktail choice. It is a tough job, but with great power comes great responsibility! In all seriousness, though, I hope everybody enjoyed the event, which invariably reinforces FAD's strong sense of community and team.

This is the time of year when many of us set new aspirations for ourselves and consider fresh starts—building new habits, changing our behavior, pushing ourselves in any number of different ways. As we all know from our personal successes and failures, keeping our resolutions and achieving our goals can be hard. Making meaningful changes takes time, dedication, and a willingness to both make mistakes along the way and learn from them.

The same can be said for pursuing goals in the workplace, whether on an individual, department, or University-wide level.

If you have been here long enough, you have heard me speak in any number of venues (and sometimes at great length!) about FAD's core competencies of energy, curiosity and risk taking. How do these competencies help us achieve our goals, as individuals and as an organization?

I see them as critical *enablers* – ways of being that provide a strong foundation upon which we can pursue our objectives. We can achieve success to some degree without flexing these “muscles,” but that success is unlikely to be sustainable – particularly at a time when Harvard and higher education more broadly are seeking to change in meaningful ways.

So what does it mean to be curious? To take risks? On their own, these words can have widely different interpretations. I think it is worth reinforcing and supplementing our previous descriptions of these core competencies:

Energy. Approach your work with a “can do” attitude – not simply as a task to be done, but as something that provides important support for the world's greatest teaching and research institution. Be a ready collaborator, exuding a true passion for what you and others are doing that makes people seek you out. To use Twitter-speak, have people want to *follow* you. Be excited – because excitement is infectious!

Curiosity. Curiosity is about more than your willingness to learn and consider new things – it is about bringing wonder to the workplace. When things are not working well, open your mind to how they might work better, and then make the suggestion or the fix. And when things are working well, do the same thing! Do not feel weighted down by “the way it always has been done,” and don't accept that as an answer

to the question of why we do the things we do – it isn't fair to you, or to Harvard.

Risk Taking. This seems to be the most misunderstood of the three competencies – particularly where it is perceived as being at odds with the many activities we undertake in FAD in order to manage financial risk. I see it in much simpler terms: Risk taking is about putting yourself out there. It is about stepping outside your comfort zone. It is about respectfully voicing your concern or disagreement when you think it is important to do so – because your opinion matters irrespective of hierarchy. It is about trying something new even if it might fail, since you will learn from the experience and you will learn about yourself either way. If you don't think FAD's culture or your department's culture invites these kinds of things, then risk taking is about articulating that perspective to leadership – including me.

By encouraging innovation and embracing these values, FAD will continue to evolve its practices and improve its ability to serve the University in the best way possible. And as an added bonus, we will have fun doing so! I look forward to further exploring these competencies, and other areas of personal and professional development, with you in 2014.

Best,
Dan

Spotlight on: Resolve to RecogniZe

Last year, the Joint Council introduced the RecogniZe Campaign aimed at promoting and encouraging recognition in the workplace, and unifying FAD's recognition efforts. As a first step, the Council created and distributed the Recognition Resource Guide. The guide outlined why it is important to appreciate and acknowledge one another's efforts, as well as providing many different examples of how to recognize a colleague, in small everyday ways, and through more formal channels.

At last November's FAD Town Hall, we asked for your feedback on the Campaign to gauge if we are moving the needle in the right direction. Of the nearly 140 respondents, 28% indicated that recognition within FAD

FAD SAYS...

A meaningful form of recognition is:



Verbal Expressed Thanks
Personal Meaningful Smile
Explicit Specific Compliment
Acknowledgement
Written Powerful

has improved with 60% percent indicating that it has remained the same. Collectively, this feedback signals that the Campaign is trending in the right direction, but with 12% saying that recognition has diminished, there is still work to be done.

Many of you commented on the need for management and staff to better emphasize recognition and to effectively bring recognition into the current working environment. This is an area the Joint Council will focus on over the coming months.

In the spirit of RecogniZe, several of you included positive comments about the program and named FAD colleagues who should be recognized. Two of the people recognized, KiKi Kennedy in Student Financial Services and Martha McEwan in the Office for Treasury Management, best reflect what's working well within the recognition campaign.

KiKi was acknowledged to be one who can always be depended upon to lend a hand and pitch in where ever needed to help coworkers and students. Her colleagues appreciate her "professionalism, humor, kindness, and abundance of help!"

Martha was recognized as a talented team player who goes above and beyond, "whether it's planning successful team building events, juggling a myriad of daily duties and/or demonstrating her uncanny ability to make you smile."

We look forward to engaging more with FAD in 2014. In the meantime, please feel free to reach out to any of us with questions. (continued)

About the FAD Joint Council:

The FAD Joint Council (JC) is a partnership between the Harvard Union of Clerical & Technical Workers (HUCTW) and the University with the goal of promoting collaborative approaches to our daily work and workplace. The JC is represented by nearly every department in FAD, with participation from both union and management members. We meet as a group once a month to identify issues, opportunities and projects where the administration and the union can work together to enhance FAD's work in support of the University and of equal importance, our work experience.

Current Joint Council Membership:

Tanise Adams-Wade (Management Representative)
Office of Treasury Management

Nicole Breen – Management Co-Chair
Harvard Human Resources

Tristan Burke (Union Representative)
Office of Sponsored Programs

Frank Garcia (Union Representative)
Office of the Controller, University Financial Services

Rick Kellan (Management Representative)
Risk Management & Audit Services

Adrienne Landau – HUCTW Co-Chair
Harvard Union of Technical and Clerical Workers

Roseann Luongo (Management Representative)
Office of Sponsored Programs

Cathy Pedzewick (Union Representative)
University Financial Services

Elizabeth Shugert (Union Representative)
Student Financial Services

3 Simple Tips for a More Productive Meeting

A recent study found that office workers spend roughly 16 hours a week attending meetings. Or put another way, more than 20 weeks a year!

Whether you are north or south of that number, the fact remains that we spend a good deal of time in meetings. And often we are robbing Peter to pay Paul – in other words, time spent around the conference table is time

taken away from another important task.

A quick Google search for “productive meetings” will turn up tens of thousands of results, signaling that too many of us are spending precious time in ineffective, unproductive, pencil tapping, nap-inducing meetings, and are looking for ways to improve the experience.

Here are three simple tips to put your next meeting to work:

1. HAVE AN OBJECTIVE

Before you set a meeting, have a clear understanding of the reason for the meeting and what is to be accomplished. Is there a decision that needs to be made, a problem to be solved? Or is this a brainstorming and information

sharing meeting? Is scheduling a meeting the best way to achieve your objective? Meeting chairs should share the objective ahead of time with participants.

2. SET THE AGENDA

Productive meetings must have a clear and concise agenda, ideally circulated in advance, along with any other supporting materials. Without an agenda, meetings have a way of turning into unorganized social gatherings, rather than a valuable working session. Good agendas do more than outline meeting topics, they also set time limits to keep the meeting on track and discourage rambling and off-topic conversations. Allow time for brainstorming and discussions, but stick to the plan! Didn't receive an agenda? Ask for one. You want to come prepared.

3. ASSIGN TASKS AND NEXT STEPS

Leave time in the agenda to assign actionable tasks. Everyone should leave knowing what is expected of them by the next meeting. As a best practice, meeting chairs should send a follow-up email with assignments and/or recap the decisions made.

There are numerous tips to explore that may suit your team, but mastering these three basics will get your meetings on the right track.

Brought to you by the “Carving Out Time” ELT Sub-committee: Jay Wells, Louise Reist, Dan Holabough, Ethlyn O'Garro, Amy Esposito, Acacia Matheson



Announcements & Offerings

FSS Welcomes New Director

In January, Financial Systems Solutions welcomed Mitchel “Mitch” Rogers as the department’s new director.

Mitch has a broad and impressive background in developing and managing enterprise technology applications for business impact.

His most recent role was Director of Enterprise Data Management at Staples, where he focused substantial attention on business intelligence tools and governance – and in this respect is arriving at Harvard at just the right time relative to Harvard’s implementation of OBI.

Prior to Staples, Mitch spent eight years at Dunkin’ Brands where he assumed progressively greater leadership and management responsibilities for that company’s enterprise applications, and also developed a high performing team of more than 40 individuals. In 2010 Mitch received the “Business Impact of the Year” award for his efforts in leading Dunkin’s business intelligence program.

Welcome Mitch!

New FAD Websites Coming Soon

In a continuing effort to refresh the FAD family of websites, new sites are in development for Financial Systems Solutions, Office of the Controller, Office of Treasury Management, Office of Financial Strategy and Planning, and FAD HOME. The new sites, built on the Harvard Web Publishing Open-Scholar platform, are expected to launch by mid-March.

Mindfulness at Work

New sessions begin Feb. 4th!

Mindfulness at Work is a local initiative that grew out of Katie Lapp’s ongoing commitment to providing employees in Central Administration with new tools to manage stress and increase personal resilience.

The program offers both 6-week classes and one-hour workshops. Mindfulness at Work is a free course, held on campus and during work hours, that teaches the fundamentals of mindfulness practice with an emphasis on meditation.

To explore classes and offerings, visit <http://evp.harvard.edu/mindfulness>.

Welcome New FAD Staff!

Nicole Ballon-Landa, OTM
Greysi Burroughs, FSS
Neel Chaudhury, FSP
Meghan Colozzo, RMAS
John Dobrowski, FSP
Julie Hansen, OSP
Luke Matton, OTM
Nick Mazzeo, FSS
Paul Meyers, FSP
Megan Moore, OSP
Mark O’Brien, OSP
Raghu Pathi, FSS
Mitchel Rogers, FSS
Meredith Sablosky, OSP
Mirela Vaso, OSP
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Comments, ideas?
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