COLLEGE OF THE
Holy Cross

Ideas for Working More Effectively and Sustainably

Leaders and managers have an important role to play in fostering an engaged, healthy, and resilient workforce. The following guidance supports that mission:

Practice	How?

Email and Meeting Efficiency	● **Email:** Minimize before and after hours email chatter, especially downward to direct reports and teams. Use subject lines more effectively. Delete prior subject lines/threads. Minimize cc's. Lead with action needed and by when.
	● **Meetings:** Confirm that a topic requires a meeting. If it can be accomplished in an email, phone call or text - that is preferable. When a meeting is needed, eliminate 60-minute meetings, default to 30 or 45 minutes and start/end on time. Ending a meeting on time shows respect for the participants. Schedule time for travel between meetings as in-person meetings are becoming more common.
	● **Flexibility:** Where practical, allow flexibility in when and where work gets accomplished to reduce work/life tension and stress.
	● **Stress management:** Set a good example and encourage others to maintain:
	   ● health (e.g., get some sleep, don't work when you are sick, eat lunch, don't sit all day)
	   ● wellness (e.g., exercise, practice mindfulness, take vacation)
	   ● a good balance between the drive for achievement and the need for connection and caring
	   ● perspective and a sense of humor
	   ● EAP Resource
	      o Talkspace - Supporting our members' mental and emotional well-being.

Manage workload	**Help ourselves and others eliminate unnecessary work by asking:** ● Does this need to be done? Can it be deferred, delayed, or discontinued? ● Does it align with our priorities? ● Is there a way to do this that is less complex or labor-intensive but still yields great results? ● Are we making good trade-offs given risk and effort? ● With a little investment of time, can we streamline or automate this? ● Has anyone done something similar that we can "leverage"? ● Have I clarified what is most important to do, what to avoid, and the desired outcome -- and then empowered my team to find the most direct route to it?
Pay attention to progress and meaning	**Follow the Amabile principle: engagement flows from *forward progress* on *meaningful* work.** ● Identify and articulate the larger meaning/purpose of the work – why it matters and is worth doing ● Remind people how far we've come, acknowledge progress already made ● Select fewer priorities and find ways to put more resources on them to accelerate progress/completion ● Focus on "critical path" items that enable forward progress on more "downstream" things ● Take time to organize/explain work, develop others, build organizational capacity so more people can help.