



*Protocols, Resources, Strategies and  
Professional Rewards: What Constitutes  
“Good Work?”*

Bringing Theory to Practice  
Faculty Conference  
March 30, 2007

Lynn Barendsen and Wendy Fischman  
Harvard Graduate School of Education  
[www.goodworkproject.org](http://www.goodworkproject.org)



## So you've gotten in...



- ◆ Scholarly work for its own sake
- ◆ Pre-professional training or pre-work training
- ◆ Service to the community and/or wider world
- ◆ Other (sports, arts, meeting people, personal development, happiness)



# GoodWork<sup>®</sup> Project

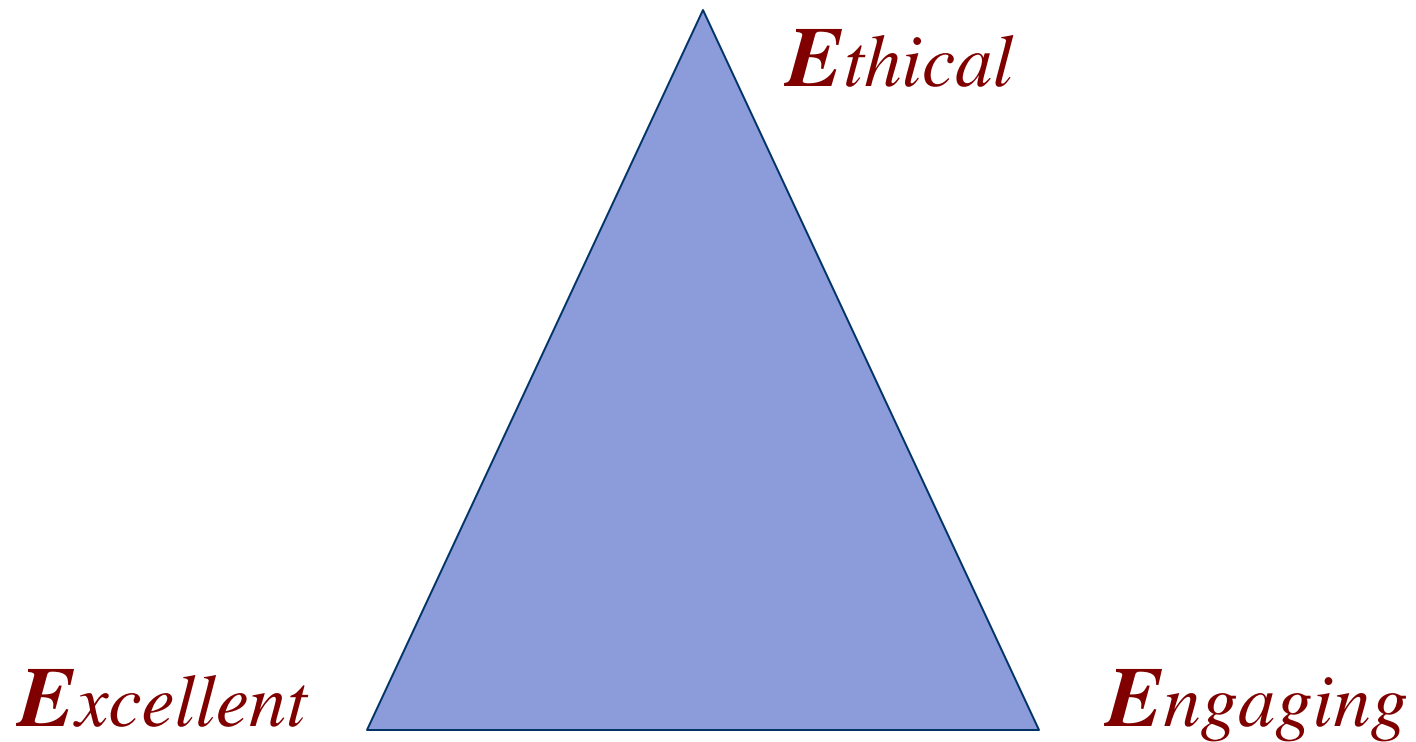
- ◆ Howard Gardner (Harvard University)
- ◆ Mihaly Csikszentmihalyi (Claremont University)
- ◆ William Damon (Stanford University)



---

“Good Work”

---





# GoodWork Project



How do individuals who desire to do good work succeed or fail at a time when market forces are powerful, there are few, if any, counterforces, and our sense of time and space is being altered in a technologically-oriented society?



# Scope of Research

- ◆ Sample
  - Number of participants
  - Domains
  - Developmental Stages
  - Sample Selection
- ◆ Tools
  - Semi-Structured Interviews
  - Q-Sort



# General Findings: Responsibility



- ◆ To whom or to what are you most responsible?
- ◆ Spheres of Responsibility
  - Self
  - Other (family members, peers, neighbors)
  - Workplace
  - Domain
  - Society
  - Imputed

# General Findings: Values

Broad Interests	<b>Honesty &amp; Integrity</b>	Mentoring
Challenge	Independence	<b>Search for Knowledge</b>
Courage	Enjoyment	Self-examination
Balance	Openness	Social Concerns
Creativity	Personal Growth	Solitude
Curiosity	Power	Spirituality
<b>Hard Work &amp; Commitment</b>	Professional Accomplishment	<b>Rewarding &amp; Supportive Relationships</b>
Faith	Professional Conduct	Serving Others
Fame	<b>Quality</b>	Vision
Efficiency	Recognition	Wealth



# General Findings: Alignment/Misalignment

- ◆ Alignment = when all the various interest groups call for the same kind of work performances
- ◆ Misalignment = when all the various interest groups are at cross-purposes



# Good Work in Higher Education



- ❖ What institutional missions inspire outstanding schools, and to what extent is there an alignment of purpose within a given institution?
- ❖ How do students' expectations and experiences relate to their schools' missions?



# Institutional Mission



I guess I want two things. I want movement in the life of their minds however that should be defined...Understanding that thinking, analyzing, critically reviewing is really what they need to do...And then to engage appropriately in modalities that allow them to express that. So, verbally in interaction with people, in a written way, computationally, however it makes sense given the kind of experience they've had with us.



# Institutional Mission

And the second thing I really want them to do is to understand and be connected to the diversity of the students, faculty, staff, and community that they have here. So, I want them to have a sense of: there are different people in the world; I am one of them; I know how to approach that; I know the complexities of it; I am challenged and celebrate that. I want them to have that deep kind of connection.



# Institutional Mission



And I guess the last thing I would dream about is that we've created a sense of agency. That they feel that they can really move things. That they can be the cause of something. That they will go out and find a way to engage in whatever walk of life they are going to engage in and feel a sense of agency and productivity.



# Students' Missions: Top Four



1. Finding a job
2. Building specific knowledge and skills
3. Developing self-knowledge
4. Learning to find happiness



# Students' Missions: Bottom Four

14. Preparing to promote social change
15. Contributing to community, citizenship
16. Getting to know a diverse group of students
17. Acquiring a broad liberal arts education



# GoodWork Toolkit

Purpose: To introduce the concept of “good work” to students and educators:

- ◆ What kind of worker are you?
- ◆ What kind of worker would you like to become?



# GoodWork Toolkit: Contents

- ◆ Cases
- ◆ General Activities
  - Role play
  - Debates
  - Interviewing others
  - Journaling
  - Short research projects



# GoodWork Toolkit: Chapters



1. What is Good Work?
2. Responsibilities
3. Identity
4. Goals
5. Perspectives
6. Mentors and Anti-Mentors
7. Transforming Events
8. Excellence
9. Enjoyment
10. GoodWork Revisited



---

# GoodWork Toolkit: Types of Uses

---

- ◆ Classrooms
- ◆ School communities
- ◆ Professional development workshops



# GoodWork Courses



- ◆ “Good Work” (Harvard University)
- ◆ “Good Work in the Global Context” (New York University)
- ◆ “Integration of Liberal Studies” (San Jose State University)
- ◆ “Communication in Organizations” (Colorado State University)
- ◆ “Meaningful Work in a Meaningful Life” (Colby College)



# Meaningful Work in a Meaningful Life


1. Meaningful Work in Your Past
2. Ethical Dilemmas and Moral Choices
3. Excellence and Mentors
4. Utopias and Dystopias



# Meaningful Work in a Meaningful Life



5. Responsibility
6. Trust and Trustworthiness
7. Moral Perimeters and Common Values
8. Preparing Your Own Toolkit



---

# How can students do good work?

---

- ◆ Model
- ◆ Mission
- ◆ Mirror