

## Chapter 1 : Creating a Global Community: Social Media at Work - Credit Suisse

*Creating a workplace community means making each corporate citizen feel respected. Allowing open employee participation dispels the notion that all-powerful bureaucrats are guiding the company's future.*

Eric Schaps Building a strong sense of community in schools is both important and doable. Imagine that you are a student entering a new school for the first time. What would be on your mind? Will I be popular? Will they care about me? Will I be smart enough? Will I be teased, shunned, humiliated? These fundamental needs shape human motivation and have major implications for learning and development. And by enlisting students in maintaining that sense of community, the school provides opportunities for students to learn skills and develop habits that will benefit them throughout their lives. A growing body of research confirms the benefits of building a sense of community in school. These benefits are often lasting. Researchers have found that the positive effects of certain community-building programs for elementary schools persist through middle and high school. Schools can readily assess the degree to which students experience community in school by asking students how much they agree or disagree with such statements as My class is like a family. Students in my class help one another learn. I believe that I can talk to the teachers in this school about things that are bothering me. Students in my class can get a rule changed if they think that it is unfair. Unfortunately, schools with a strong sense of community are fairly rare. Of further concern is the fact that low-income students and students of color usually report a lower level of community in school than do affluent or white students. Four approaches are particularly beneficial. Actively cultivate respectful, supportive relationships among students, teachers, and parents. Supportive relationships are the heart of community. They enable students from diverse backgrounds to bring their personal thoughts, feelings, and experiences into the classroom. Emphasize common purposes and ideals. Along with academic achievement, schools with a strong sense of community stress the development of qualities essential to good character and citizenship, such as fairness, concern for others, and personal responsibility. Provide regular opportunities for service and cooperation. Students learn the skills of collaboration, develop wider and richer relationships, and experience the many satisfactions of contributing to the welfare of others. Provide developmentally appropriate opportunities for autonomy and influence. Having a say in establishing the agenda and climate for the classroom is intrinsically satisfying and helps prepare students for the complexities of citizenship in a democracy. Several leading program developers have focused on using one or more of these approaches to build community. The Child Development Project, for example, focuses on the regular use of several key activities: Class meetings are useful for setting goals and norms, planning activities, and identifying and solving problems. They are essential for building peer relationships and fostering shared goals in the classroom. A buddies program pairs whole classes of older and younger students for academic and recreational activities. Every older student gets a younger buddy for the year. They get acquainted by interviewing each other, charting ways in which they are alike and different, and sharing their classroom portfolios. During the year, they may read or play math games together, visit museums, work together for a cause, or create a joint journal of their activities. Buddies programs help create powerful cross-age relationships, teach important social skills, and create a caring ethos in the school. These conversations, mostly interviews conducted by students with their parents, link school learning with home experiences and perspectives. For 4th grade state history units, for example, students interview their parents about how their family or ancestors first came to their state. Whether family members have lived in the state for years or days, the story of how and why they came to settle there is part of state history and serves to personalize learning for students. Schoolwide community-building activities link students, parents, and teachers; help foster new school traditions; and promote helpfulness, inclusiveness, and responsibility. They can be as undemanding as Family Film Nights, invitations to the entire family to view a feature-length movie at school and perhaps discuss a question related to it within the family. Or the activities can be as challenging as creating a Family Heritage Museum, for which students and their caregivers prepare displays of information and artifacts that tell something about their family heritage. The school then features the displays for a week or two and organizes an evening event so that parents and children can view them together. Some of

themâ€™class meetings, especiallyâ€™may involve new skills that teachers need to learn through additional staff development. Other activities require little or no additional training for implementation. Make Community a Priority U. Community building should becomeâ€™at a minimumâ€™a strong complement to the prevailing focus on academic achievement. American Educational Research Journal, 32, â€™ The need to belong: Desire for interpersonal attachments as a fundamental human motivation. Psychological Bulletin, , â€™ Intrinsic motivation and self-determination in human behavior. Preventing adolescent health-risk behaviors by strengthening protection during childhood. Archives of Pediatric and Adolescent Medicine, , â€™ Protecting adolescents from harm: Journal of the American Medical Association, , â€™ School as a caring community: A key to character education. University of Chicago Press. A six-district study of educational change: Direct and mediated effects of the Child Development Project. Social Psychology of Education, 4, 3â€™ An intervention program and its effects. International Journal of Educational Research, 27, â€™

### Chapter 2 : Workplace happiness: using diversity to create community - Gulf Business

*In this article we showcase five different ways to build and celebrate community in your workplace. An organization called The Community Roundtable has been surveying community managers for five years, and freely distributing what they learn about how to successfully grow and sustain communities.*

Work must be a place where we feel respected, comfortable and cared for. Work needs to become a community, a secure and welcoming place. However, innovation and creativity only happen when our employees are happy – and in our Middle Eastern highly diverse workplaces, diversity intelligence is critical to achieving a truly collaborative, inclusive and engaging work community where happiness thrives. In order to inspire happiness at work, business leaders should begin with including. Instead of diversity being a challenge, turn it into a tool for success. By aligning diversity intelligence with leadership strategies and communication practices we can inspire by including – and we can actually create workplace happiness. The impact of workplace diversity on happiness The world is shrinking every day and our organisations reflect the remarkable diversity around us. Globalisation means companies from virtually anywhere can do business from anywhere else, with anyone. In order to succeed, organisations must embrace workplace diversity and leaders must develop fine-tuned diversity intelligence. Diversity intelligence is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual. The concept of diversity intelligence encompasses acceptance and respect. It is the exploration of our differences in a safe, positive, and nurturing environment. By nurturing diversity, organisations open the door to workplace happiness – when our staff feel they are understood, welcome and embraced, they naturally feel happy at work. Benefits of workplace diversity Workplace diversity can make organisations more productive and profitable. Happy workplaces contagiously inspire empowerment, innovation and performance. Diversity also brings differences that we must understand and embrace for those benefits to be realised. Among the advantages of diversity in the workplace are: By consciously integrating workers from culturally diverse backgrounds into their workforce, Gulf organisations become much stronger and their workplaces become happier. Diversity-intelligent leaders ensure that diversity is an integral part of the business plan, essential to successful projects, programs, products and increased sales. Improving your diversity intelligence It takes work to learn a new skill, and diversity intelligence is no different. Fortunately, there are many tools and strategies that help leaders improve their diversity intelligence to manage team relationships and move their engagement and workplace happiness levels to drive performance. The tools below are some of the most effective: It may seem obvious, but people from different backgrounds, cultures, countries, sexes, and ages have different approaches to communication, motivation and idea creation. To make people feel comfortable, leaders must adapt their communication practices to their audiences. Fluid communication practices create opportunity for people to feel empowered and thrive as both individuals and teams. Understanding our own natural unconscious biases that influence our opinions and decision-making is a powerful self-awareness tool. Leaders with advanced diversity intelligence adopt strategies to counter our tendencies to judge and conclude too quickly. Their openness translates into approachability and sensitivity – two of the critical components to good relationship management.

### Chapter 3 : Ideas for Helping Your Community | Create the Good

*Motivate Your Employees Easy to understand and apply to any industry or setting, Creating Workplace Community: Motivation will help you attract, stimulate, and retain the best employees.*

Most of us have accounts there. Do employers approve of using these at work? Credit Suisse actually offers its own social platform where employees can exchange ideas, form communities, and manage initiatives. The Underlying Idea With ongoing digitalization, many aspects of our lives, including socializing, have moved to the internet. Credit Suisse follows the trend and offers its employees Social MyPage SMP , an internal social platform, which allows them to exchange ideas, engage in projects, or participate in events. Thousands of Credit Suisse employees can unite and create communities to make a change. And they really do. They can complete their personal details, follow their colleagues, and become members of communities that represent their interests. There are plenty of communities to choose from. Depending on whether sports, charity, culture, discounts, or family are your topics of interest you can subscribe to as many as you like. Or we may have it as anybody can start their own community. There are over public communities and almost private ones. But there are also small private communities and working groups that unite people. You can count on the support of the management and experienced colleagues, who will help to research the needs of local employees and set up a working group. The Hidden Business Reasons Why would a company encourage its employees to use social media in the office? At Credit Suisse, we believe that a job cannot be limited to your everyday business tasks. We need some time to catch our breath each day as well. Connecting people and ideas is a part of the CS culture, so the company supports spending a bit of working time on internal social media in order to facilitate this core value. Employees can also leverage their connections outside the company. They organize events like free yoga classes or diet workshops and in exchange they get promoted among our employees," Agnieszka says. Shaping the Workplace Being part of a community gives you a feeling of belonging and makes you stronger. If you have a good idea as well as a supporting community you really can change anything. Thanks to the communities, we have fresh fruit in the office all year round, big open-air family picnics, discounts in restaurants and theaters, ski trips, charity runs, and much more. We also manage initiatives like healthy cooking classes or delivering fresh fruit to the office twice a week," Karolina specifies. There are many other interesting ideas promoted by various communities. One of them is volunteering: Any Credit Suisse employee can dedicate up to four fully paid days per year to volunteering activities. This means four times a year instead of coming to the office you can work for charity organizations. This is where communities step in. And a happy employee is a good employee. Have great ideas that you want to put into action?

### Chapter 4 : How to Create a Community and NOT a Workplace | Social Media Today

*There are 2 critical problems that plague just about every company: Keeping everybody on the same page and creating a sense of community within the company.*

But you need to approach the hiring process holistically – retaining employees can be more difficult than recruitment. This is especially true for companies in less diverse regions where relocated minority employees may feel disconnected. You may need to take a more active role in helping them adjust to the culture at work as well as in their new communities. First, identify what your needs are. Does your workforce resemble the communities that you operate in? Do they match the demographic that you serve or want to serve? If not, develop a hiring strategy to increase workforce diversity. Talk to local organizations with community connections, including churches, cultural institutions and colleges. They can help you connect with candidates. You can also enlist help from nonprofits like the Urban League, the National Council of La Raza or from websites like diversityworking. If you have something to offer out-of-area workers, expand your search to other cities, states or countries. The Internet makes it easy to cast a wide net. Ask employees for referrals, since they will have peers in the industry or know qualified candidates who may be looking for work. The relationship can also help new employees adjust to the move. Offer rewards for successful referrals. Equal Employment Opportunity Commission guidelines. The goal is to establish a meritorious hiring practice that is age, race, gender and minority neutral. Create a committee to help implement the policy and come up with new ideas on how to attract more diversity to the company. Amend the company mission statement to reflect this change. Make the job more compelling to job hunters by emphasizing details that will attract a more diverse candidate pool. Be culturally sensitive when describing what makes your company a good place to work. Provide diversity training in your workplace. All employees should understand that hiring decisions are based on finding the best candidate and not by quotas. Making the recruiting process more transparent can help ease the minds of skeptical employees. Also be sure managers fully understand the benefits of a diverse workplace. They will be implementing personnel policies so should be fully committed to supporting the practice. Offer benefits such as onsite daycare, childcare subsidies and flexible schedules, and let new hires know that you are willing to accommodate cultural and religious holidays and diversity-friendly but office appropriate apparel choices. Give new hires a reason to stay. Devote an equal amount of time and effort in retaining new employees. Familiarize them with the new job and company culture. The first few weeks can be the most difficult time for any employee. Clearly communicate opportunities for advancement. Set up mentoring programs to build close working relationships. Finding mentors that share personal interests can foster new friendships. Form affinity groups that empower small groups of employees to brainstorm about improving products or expanding into different markets. Companies get new ideas and employees are reassured their differences are assets. Learn from your mistakes. Have your human resources department create an exit interview assessment to determine why minority employees are leaving the company and what can be done to curb future losses. Be willing to make changes.

### Chapter 5 : Creating a School Community - Educational Leadership

*The first thing to do is to start a conversation around all organizational levels about the need to create community, and the importance of developing a positive, affirming workplace. Start with defining what a community is and list expectations.*

Lead 10 Ways to Create an Irresistibly Great Workplace When you have the right workplace attributes, hiring and retention become much easier prospects, and people are free to do great things. Getty Images People come to the workplace with different motivations, different personalities, different stories, different abilities. The right kind of workplace makes it easier to bring them in, keep them, and boost their effectiveness--creating a workplace that is irresistibly great. So how do you create a irresistibly great workplace? Check your attitude toward mistakes. Some companies are hard on failure and unforgiving of mistakes--but the best organizations reflect an understanding that perfection is unattainable and failure can be a great teacher. They opt for messy over easy and learning over perfection. Have nothing to hide. The best workplaces are led with transparency. Where nothing is hidden, trust flourishes. When you speak with candor, you gain credibility and model responsibility and accountability, helping build great teams. Give people what they need to fly with ideas, creativity, and innovation. Give people what they need and stay out of the way. Create a compelling community. In a workplace where everyone is valued, opinions are important, and relationships are pivotal, people feel open to connecting and investing in each other. Building relationships and community is the key to great collaboration. Destroy the status quo. Leave room to back up and rethink everything, top to bottom. Show people that change and innovation are worth pursuing. Stay connected to the big picture, and create opportunities to reinforce that connection for everyone. It brings people together and motivates them to excel. Make what you know accessible, and help those around you begin to think of themselves as leaders. Jan 29, Like this column?

### Chapter 6 : Building Community in the Workplace | Healingtheworkplace's Weblog

*The FiveStars mission is to turn every transaction with a customer into a thriving relationship for their merchants. They decided to take that same philosophy internally, creating a relationship-based community at work.*

Why do people participate in communities? What is it that makes a community exist? There must be psychological justifications that explain what it is that brings people together. They described their theory in one sentence: They go on to describe the four factors that contribute to a sense of community. Do they have these factors? The four factors are: Membership is the feeling of belonging or of sharing a sense of personal relatedness. It includes five attributes: Boundaries – How do people become members and what are the boundaries keeping others out 2. Emotional safety – By building boundaries and including the right people, you create trust and a feeling of safety 3. Personal investment – If members contribute or make sacrifices to the community, it enhances their sense of community 5. Think about what you want your community to be about and who would make your community better. Make sure that anyone who joins is going to be a good fit. By setting boundaries to getting into a community, you make members feel special and create a higher level of trust. Then think about what else you can do to make users proud to be a member using things like symbols. Think power user programs, logos and branding. Influence The second element is influence, or a sense of mattering. It has to work both ways, with members feeling like they have influence over the community and the community having influence over the members. Influence also speaks to the concept of giving first before asking for anything. The theory states that: And for a community to have influence over its members, it simply has to become a place that they care about. Integration and Fulfillment of Needs This essentially means that by joining a community a member gets what they hoped to get by joining. It reinforces the idea that your community, like any other product, needs to solve a problem for its members in order to make it worth their time and contribution. A reward might be something specific like an answer to a question or networking. Or it could be something a bit more intangible like a sense of belonging, a support network, thoughtful conversations, inspiration, etc. Members need to feel rewarded in some way for their participation in the community in order to continue to contribute. Then you can understand their needs and how the community can best serve them. Shared Emotional Connection All healthy communities have a story. Members will have a history of experiences together and the belief that there will be more experiences together in the future. What kinds of experiences can you manufacture for the members of your community?

**Chapter 7 : How to Increase Workplace Diversity - Management - [www.nxgvision.com](http://www.nxgvision.com)**

*If you want to create a community, not just a workplace, you need to create a real sense of shared ownership among your team. Everyone needs to be invested in your company mission, understand the role they play in achieving it and willing to work together to make it happen.*

Gemeinschaft usually translated as "community" and Gesellschaft "society" or "association". No group is exclusively one or the other. Gemeinschaft stress personal social interactions , and the roles, values, and beliefs based on such interactions. Gesellschaft stress indirect interactions, impersonal roles, formal values, and beliefs based on such interactions. New social tools relieve some of those burdens, allowing for new kinds of group-forming, like using simple sharing to anchor the creation of new groups. Conversation creates more of a sense of community than sharing does. Collaborative production is a more involved form of cooperation, as it increases the tension between individual and group goals. The litmus test for collaborative production is simple: An online community builds weaker bonds if allows users to be anonymous. Organizational communication Effective communication practices in group and organizational settings are very important to the formation and maintenance of communities. The ways that ideas and values are communicated within communities are important to the induction of new members, the formulation of agendas, the selection of leaders and many other aspects. Organizational communication is the study of how people communicate within an organizational context and the influences and interactions within organizational structures. Group members depend on the flow of communication to establish their own identity within these structures and learn to function in the group setting. Although organizational communication, as a field of study, is usually geared toward companies and business groups, these may also be seen as communities. The principles of organizational communication can also be applied to other types of communities. Public administration[ edit ] Public administration is the province of local, state and federal governments, with local governments responsible for units in towns, cities, villages, and counties, among others. The most well known "community department" is housing and community development which has responsibility for both economic development initiatives, and as public housing and community infrastructure e. To what extent do participants in joint activities experience a sense of community? A "sense of community index SCI was developed by Chavis and colleagues, and revised and adapted by others. Although originally designed to assess sense of community in neighborhoods, the index has been adapted for use in schools, the workplace, and a variety of types of communities. Socialization Lewes Bonfire Night procession commemorating 17 Protestant martyrs burnt at the stake from to The process of learning to adopt the behavior patterns of the community is called socialization. The most fertile time of socialization is usually the early stages of life, during which individuals develop the skills and knowledge and learn the roles necessary to function within their culture and social environment. But socialization also includes adults moving into a significantly different environment, where they must learn a new set of behaviors. Other important influences include schools, peer groups, people, mass media, the workplace, and government. Community development Community development is often linked with community work or community planning, and may involve stakeholders, foundations, governments, or contracted entities including non-government organisations NGOs , universities or government agencies to progress the social well-being of local, regional and, sometimes, national communities. More grassroots efforts, called community building or community organizing , seek to empower individuals and groups of people by providing them with the skills they need to effect change in their own communities. Public administrators, in contrast, need to understand community development in the context of rural and urban development, housing and economic development, and community, organizational and business development. Formal accredited programs conducted by universities, as part of degree granting institutions, are often used to build a knowledge base to drive curricula in public administration , sociology and community studies. Kennedy School of Government at Harvard University are examples of national community development in the United States. The Maxwell School of Citizenship and Public Affairs at Syracuse University in New York State offers core courses in community and economic development, and in areas ranging from non-profit



development to US budgeting federal to local, community funds. In the United Kingdom, Oxford University has led in providing extensive research in the field through its Community Development Journal, [14] used worldwide by sociologists and community development practitioners. At the intersection between community development and community building are a number of programs and organizations with community development tools. The institute makes available downloadable tools [15] to assess community assets and make connections between non-profit groups and other organizations that can help in community building. Community-Making and Peace Scott Peck argues that the almost accidental sense of community that exists at times of crisis can be consciously built. Peck believes that conscious community building is a process of deliberate design based on the knowledge and application of certain rules. When people first come together, they try to be "nice" and present what they feel are their most personable and friendly characteristics. People move beyond the inauthenticity of pseudo-community and feel safe enough to present their "shadow" selves. Moves beyond the attempts to fix, heal and convert of the chaos stage, when all people become capable of acknowledging their own woundedness and brokenness, common to human beings. Deep respect and true listening for the needs of the other people in this community. Community building that is geared toward citizen action is usually termed "community organizing. Where good-faith negotiations fail, these constituency-led organizations seek to pressure the decision-makers through a variety of means, including picketing, boycotting , sit-ins, petitioning, and electoral politics. Organizing often means building a widely accessible power structure, often with the end goal of distributing power equally throughout the community. Community organizers generally seek to build groups that are open and democratic in governance. Such groups facilitate and encourage consensus decision-making with a focus on the general health of the community rather than a specific interest group. If communities are developed based on something they share in common, whether location or values, then one challenge for developing communities is how to incorporate individuality and differences. Rebekah Nathan suggests[ according to whom? Community currencies[ edit ] Some communities have developed their own local exchange trading systems LETS [24] and local currencies , such as the Ithaca Hours system, [25] to encourage economic growth and an enhanced sense of community. Community currencies have recently proven valuable in meeting the needs of people living in various South American nations, particularly Argentina, that recently suffered as a result of the collapse of the Argentinian national currency. Community service Community services are a wide range of community institutions, governmental and non-governmental services, voluntary, third sector organizations, and grassroots and neighborhood efforts in local communities, towns, cities, and suburban-exurban areas. In line with governmental and community thinking, volunteering and unpaid services are often preferred e. Non-profit organizations from youth services, to family and neighborhood centers, recreation facilities, civic clubs, and employment, housing and poverty agencies are often the foundation of community services programs, but it may also be undertaken under the auspices of government which funds all NGOs , one or more businesses, or by individuals or newly formed collaboratives. Community services is also the broad term given to health and the human services in local communities and was specifically used as the framework for deinstitutionalization and community integration to homes, families and local communities e. However, while many community services are voluntary, some may be part of alternative sentencing approaches in a justice system and it can be required by educational institutions as part of internships, employment training, and post-graduation plans. Community services may be paid for through different revenue streams which include targeted federal funds, taxpayer contributions, state and local grants and contracts, voluntary donations, Medicaid or health care funds, community development block grants, targeted education funds, and so forth. In the s, the business sector began to contract with government, and also consult on government policies, and has shifted the framework of community services to the for-profit domains. However, by the s, the call was to return to community and to go beyond community services to belonging, relationships, community building and welcoming new population groups and diversity in community life. Ecovillage A number of ways to categorize types of community have been proposed. One such breakdown is as follows: These are also called communities of place. They may be included as communities of need or identity, such as disabled persons , or frail aged people. The usual categorizations of community relations have a number of problems: This involves

enduring attachment to particular places and particular people. It is the dominant form taken by customary and tribal communities. In these kinds of communities, the land is fundamental to identity. This involves giving primacy to communities coming together around particular chosen ways of life, such as morally charged or interest-based relations or just living or working in the same location. Hence the following sub-forms: This is where a community is self-consciously treated as an entity to be projected and re-created. It can be projected as through thin advertising slogan, for example gated community , or can take the form of ongoing associations of people who seek political integration, communities of practice [34] based on professional projects, associative communities which seek to enhance and support individual creativity, autonomy and mutuality. A nation is one of the largest forms of projected or imagined community. Community of place Possibly the most common usage of the word "community" indicates a large group living in close proximity. Examples of local community include: A municipality is an administrative local area generally composed of a clearly defined territory and commonly referring to a town or village. Wakefield, Massachusetts is an example of a small town which constitutes a local community. Although large cities are also municipalities, they are often thought of as a collection of communities, due to their diversity. A neighborhood is a geographically localized community, often within a larger city or suburb. A planned community is one that was designed from scratch and expanded more or less following the plan. It was also common during the European colonization of the Americas to build according to a plan either on fresh ground or on the ruins of earlier Amerindian cities. Community service is a free service. Community of interest In some contexts, "community" indicates a group of people with a common identity other than location. Members often interact regularly. Common examples in everyday usage include: A "professional community" is a group of people with the same or related occupations. Some of those members may join a professional society , making a more defined and formalized group. These are also sometimes known as communities of practice. A virtual community is a group of people primarily or initially communicating or interacting with each other by means of information technologies, typically over the Internet , rather than in person. These may be either communities of interest, practice or communion. Research interest is evolving in the motivations for contributing to online communities. These communities are key to our modern day society, because we have the ability to share information with millions in a matter of seconds. Intentional community Some communities share both location and other attributes. Members choose to live near each other because of one or more common interests. A retirement community is designated and at least usually designed for retirees and seniorsâ€™ often restricted to those over a certain age, such as It differs from a retirement home , which is a single building or small complex, by having a number of autonomous households. An intentional community is a deliberate residential community with a much higher degree of social communication than other communities. The members of an intentional community typically hold a common social, political or spiritual vision and share responsibilities and resources. Intentional communities include Amish villages, ashrams , cohousing , communes , ecovillages , housing cooperatives , kibbutzim , and land trusts. Special nature of human community[ edit ] Definitions of community as "organisms inhabiting a common environment and interacting with one another," [36] while scientifically accurate, do not convey the richness, diversity and complexity of human communities. Their classification, likewise is almost never precise. Untidy as it may be, community is vital for humans. Scott Peck expresses this in the following way:

### Chapter 8 : Community - Wikipedia

*To create this kind of atmosphere and allow the remnants of community to bloom requires a robust, compelling culture. People must know what the place is all about.*

Cohesive workplaces are more productive than their dysfunctional counterparts. Increased workplace morale makes employees more willing to give extra effort during normal operations. It also makes it more likely that they will stick with the company through tough times. Find ways to build a positive culture in your workplace. Use employee input to help to shape corporate vision. Creating a workplace community means making each corporate citizen feel respected. Stress that employees and their ideas are the drivers of your company. Encourage top to bottom policy compliance. Stress that no one is above following rules -- even employees with corner offices and company cars. Allowing management to violate rules may cause dissent in the workplace. Realize that creating a workplace community means ensuring that every employee feels valued. Ensure that workers of all backgrounds feel respected once they are hired. Implement training programs to help employees deal with potential communication barriers. Develop zero-tolerance policies for offensive actions. Create a proactive diversity committee to monitor the workplace for problems. Plan diversity-focused social events to expose employees to different cultures in fun environments. Stress the importance of positivity in the workplace. Let employees know that harmonious workplaces are more productive workplaces. Encourage workers to vent workplace frustrations to their supervisors. Encourage management to follow up on employee complaints in a professional, timely manner. Work closely with employees who have negative attitudes, as their actions may harm workplace cohesion. Take a firm stand against counterproductivity. Address negative practices, such as turning in late assignments, failing to follow safety procedures and behaving rudely to clients. Failing to do so sends the wrong message to both wavering and compliant employees. Hold employees accountable for their actions, regardless of position. Reward individuals and departments that consistently meet productivity goals. Recognize employees who embody company ideals. Hold periodic award ceremonies to make the usefulness of the contributions known to the entire community. Promote from within to encourage this top-notch talent to stay in the community. Showing appreciation for hard workers motivates other employees to follow their lead. Build a solid workforce. Realize that human resources are invaluable assets. Recruit new hires who match community ideals. Retain workers who contribute to workplace productivity. Rehabilitate workers who may just need extra encouragement to be successful. Terminate employees who refuse to comply with workplace standards when rehabilitation fails.

### Chapter 9 : How to Create a Workplace Community | [www.nxgvision.com](http://www.nxgvision.com)

*The most expensive part of a workplace is the salary of the person who occupies it. (Kevin Kampschroer, Director, Office of Federal High-Performance Green Buildings, General Services Administration) I am optimistic that the facilities world is gradually getting beyond purely.*