Sample game plan, Carol Hope— appreciating and caring / delegating and developing

Spend next several months training/cross-training individuals who report to me, providing them with the tools to deliver in order to make our processes more effective and efficient.

- <u>How achieve better performance?</u>   I will invest time in training my team. I will give frequent feedback. I will explain the big picture about what we are trying to accomplish and provide advice that can be used applied to future assignments. Hopefully, this approach will allow me to spend less time on smaller tasks and more time on the more meaningful improvements the group needs. By reducing my time on smaller tasks, I will focus on more of the things that I enjoy and, more importantly, free up time for friends (community) and family (home).

- <u>Assistance / advice needed?</u> Find out what approvals I need to get remote access for each of the employees. I need to assess the skills of each employee to find out where they need the most training/supervision. I need advice from HR to determine how much flexibility I have in offering opportunities to employees to enjoy more flexible schedules and what other type of perquisites our company has for valuable employees.

- <u>Obstacles?</u> Forcing myself to change old habits. It is easy to get caught up in the need to respond to the many "URGENT" requests that come across my desk. This makes it difficult to spend the time properly mentoring people. In the end, this means that it is more difficult to pass off tasks and delegate to my employees. Therefore, I must make a conscious effort to get out of this habit.

- <u>Is it really innovative?</u> While this may not seem particularly innovative, it will be difficult due to the very reactive culture of my division. The culture provides little training. Employees must go to great lengths to understand requests they have to respond to. This does little to improve the efficiency of our reporting system and often results in errors due to lack of knowledge. By implementing a more pro-active culture within my group, I hope to encourage individuals to think critically about their jobs and offer feedback to improve their performance, my performance, and the firm's processes.

Sample scorecard, Carole Hope

	Goals: Intended Impact	Results: Measuring Success	Action Steps
Work	• By creating a stronger sense of teamwork and a better trained team, I should be able to spend less face time in the office • Increase my ability to delegate well and develop this leadership skill, while serving as a mentor figure for my employees	• Measure the average number of hours spent at work • Measure the amount of time responding to employees' questions regarding daily responsibilities • Record tendencies to micromanage tasks to ensure they are done properly in order to understand when this occurs	• Hold bi-weekly meetings to provide formal and informal feedback to encourage more timely improvements in performance for my employees • Assess the skills of each employee to find out where they need the most training / supervision • Oversee the cross-training of individuals to ensure that each person can step in for another one on the team, improving flexibility among the team members • Figure out whether it would be worthwhile to request that all employees are given remote access to reduce the # of hours that they need to spend in the office • Find out what approvals I need to get remote access for each of the employees
Home	• Reduce my need to micro-manage allowing more time for me to spend with family • Dedicate more time to my upcoming wedding • Closer relationship with sister	• Track average hours spent at work and at home • Survey my fiancée and other family members to find out if I am meeting their needs • Record the times forget to call sister or plan our regular bonding event	
Community	• Reduce my need to micro-manage allowing more time for me to spend with friends	• Track the umber of events that I have attended with friends	
Self	• Allow me to leave the office at a reasonable hour and head to the gym • Reduce stress	• Ensure that I go to the gym at least four times per week • Keep daily journal of stress / happiness levels and others are reacting to my temperament	

Results of Carole Hope's experiment

Once Carol trained her employees within the Corporate Investments Controller's team, she was given responsibility for overseeing the Real Estate Controller's team in addition to her current responsibilities. The new responsibilities have improved her satisfaction at work and has given her some of the additional managerial responsibility that she will need to get promoted.

She says, "the fact that I have the time to take on these additional responsibilities is evidence that my experiments have enabled me to work more efficiently." Since this experiment, she has been able to lose a few pounds (from her work at the gym), spend more time with friends, and make both her husband and sister happier as a result of seeing them more often.