Staying Above Water: Effectively Leading Large Spans of Responsibility

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Success will mean

- Identify tactics to enhance communication and organization in your large team
- Discuss examples of standard leadership approaches aimed to reduce waste in your work
- Identify outcomes aimed at maintaining high visibility with direct reports

Develop Standard Work

- Identify what needs to be accomplished and by whom
  - Daily
  - Weekly
  - Monthly
  - Quarterly
- Be specific in ownership
- Define escalations
- Define backups
Daily

- Use tools to keep your whereabouts and your team's whereabouts known
- Direct Reports mark team's calendars for ins/outs
- Daily scheduled work scheduled by leader to direct reports calendars
- Color code as you see fit
  - Visual management of your visibility and on-site or off-site
- Consider no meeting times during your day or week
- Block Friday after 3!!!

Daily/Weekly
Monthly

Quarterly

Calendar

Utilize MMM + high level to-dos move to the board
### Unit Calendar

#### SEPTEMBER 2017

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✓ Standard template
✓ Standard time
✓ Standard leaders
✓ Director or Manager leads as often as possible
✓ Reviewed for 1 week

Operational Safety Report

Emailed to Manager and Director at 0600

Weekly or Monthly Email

- Highlight current updates
- Keep staff informed of unit goals
- Celebrate weekly wins
- Reduce email to staff
Visibility

Be purposeful
Advertise
Attend/Lead safety huddles and opportunities to see a lot of people at the same time
Ask staff their expectations
1:1 Rounds by all leaders

Standardize your processes
Trust and Verify

Onboarding Example

Develop your leader processes

Hiring Process
Get to know your new staff
❖ Welcome card
❖ Meet and Greets
❖ Monthly Breakfast
❖ Avoid not knowing names 6 months after they start
❖ Highlight in unit communication
❖ Congrats when they “graduate”

Track your Process
Role, Name, Mgr, Start Date, Welcome Card, 1 yr commit, 30/60/90, Paperwork

Keep Track
Position Control
Keep Track

Turnover & FTE Changes

Stay Sane – Don’t Drown

Set your limits – you will work as hard as you let yourself
Avoid bringing work home
Q6 months assess what you are spending your time doing – debrief with 1 up about non-value added committees or projects
Assess your other leaders frequently
Before you leave, ask everyone’s exit plan
Plan your PTO in advance
Ask in meetings when your leaders will be out
Avoid emails on your phone at night BUT keep your emails <150 (SERIOUSLY)
Ask for a flotation device when needed

Did we….

Identify tactics to enhance communication and organization in your large team
› Standard work, unit calendars, Operational safety reports
Discuss examples of standard leadership approaches aimed to reduce waste in your work
› Hiring Process, Position Control, Boards, Controlling the Flow
Identify outcomes aimed at maintaining high visibility with direct reports
› Safety huddles, Hiring Process hardwired
Questions?