

Do it Yourself 360 - Pre-Work Activity

Instructions: Ask three people these questions and note highlights from their responses. You can ask colleagues, your direct reports, and/or your leader.

	Person 1	Person 2	Person 3
When you think of me in a leadership role (at work, as a community volunteer etc.) what three words come to your mind to describe me?			
What is one thing that you notice about me that might be holding me back from being effective?			
What is one way/reason that I make our team and organization a better place?			

Brainstorming Delegatable Tasks - Pre-Work Activity

Instructions: Keep this table on your desk for one week. Track any tasks that fall into these six categories. Be prepared to discuss this on Day 1.

Tiny: Tasks that are so small they seem inconsequential to tackle but they add up. They are never important or urgent, and even if they only take a few minutes they end up taking you out of the flow of more strategic work.

Tedious: Tasks that are relatively simple probably are not the best use of your time. Very straightforward tasks can (and should) be handled by anyone but you.

Time-Consuming: Tasks that, although they may be important and even somewhat complex, are time-consuming and do not require you to do the initial 80% of research.

Teachable: Tasks that, although complicated seeming at first and possibly comprising several smaller subtasks, can be translated into a system and passed along, with you still providing quality checks and final approval.

Terrible At: Tasks that not only do not fall into your strengths but an area where you feel unequipped. You take far longer than people skilled in this area and still produce a subpar result.

Time Sensitive: Tasks that are time-sensitive but compete with other priorities; there isn't enough time to do them all at once, so you delegate an important and time-sensitive task so that it can be done in parallel to your other project-based deadlines.