

LEADING FROM A DISTANCE: CLARIFYING GOALS DURING FURLOUGH and PERSONAL FLEX TIME PROGRAMS

Setting new goals for your unit as you adjust for changes in work hours will be integral to maintaining a positive and productive environment. Use this worksheet to guide your conversations with your managers, direct reports, clients, and partners as you clarify your unit's new scope and timelines.

Compassion

Conversations about furlough/flex time need to be conducted in a manner that ensures employees feel respected and cared for.

Conversations

Ask employees to prepare a list of projects they are working on so you can make informed decisions about timelines and your unit's scope of work.

Revised Goals

Your team members will have 5% -15% less capacity. How will you build a plan to adjust for that reduction? Remember – the time employees lose to furlough/flex time is not to be made up later.

Mindset

Pay attention to your own mindset and approach when preparing to have conversations with others.

Emotional Intelligence

Take a moment to pause and reflect before responding to questions, changes, or new information.

Self-Compassion

Accepting changes to your own productivity levels can be challenging. Take time to practice self-kindness and resiliency.

Adjusted Expectations

Talk to your supervisor about their adjusted expectations for your team and revised vision for the larger division.

Alignment

Think strategically about how your unit can contribute to and align with departmental, divisional, and university goals.

Business Case

Clarify what you see as priorities and develop a Business Case for your desired outcomes. Work with your supervisor on a plan to move forward.

Input

Work with your stakeholders, partners, and colleagues to listen to how their circumstances have changed. Does your output still meet their needs?

Service

Work with your team to determine what a high-level of service looks like during furlough/flex time.

Communication

Communicate with clients, partners, or stakeholders about your adjusted service availability and timeline to complete requests.

