

MODULE SIX



Reignite
YOUR ROLE

More high-value work

Less low-value work

"Be discerning about where you spend your time."

Angela Koning

We usually have an intuitive sense that we're spending too much time on low-value activities. You know - the data entry and crunching, writing reports that only one person reads, interruptions and firefighting. The trouble is, we get stuck in the vortex of low-value work, feeling compelled to ensure it all gets done, when really our talents would be better directed elsewhere.

There are lots of reasons we can stay stuck in this unproductive way of working – some are:

- It feels productive to churn through a lot of low-value work
- We look and feel busy, giving us a false sense of importance and job security
- We do the work we're comfortable with, the work we already know how to do
- We're doing what we understand has been historically valued by our boss or organisation, regardless of the logic of the current context
- If we delegate, we falsely assume that we are diluting our knowledge and power (yes, I said it)
- If we stop doing low-value work, we feel that our role won't be as full, busy or secure anymore
- It seems easier and 'quicker' to just keep 'doing the do' rather than find ways to streamline and automate

Here's the thing. Are you ready to hear this?...

The more we engage in low-value work, instead of engaging with true strategic priorities, the less secure we become in our roles.

Time and time again, I see painful organisational restructures occur (which hurt people, and their professional confidence) because leaders have allowed themselves, and their teams, to engage in the 'easier' operational and low-value work, instead of pointing their talent towards the big, strategic projects which manifestly impact the bottom line.

The only question is, what kind of leader will you choose to be in the future?

One that plays it 'safe' by staying committed to the outdated, low-value operational and administrative churn activities, or a leader who solves real problems, adds tangible value to the bottom line, and develops the talents of their team in the process?

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Lit Leaders are discerning about how they deploy the talents of their team, and they have the required conversations to keep the work of their team strategically relevant.

Angela Koning



What clients are saying

“ One of the great things about Angela’s coaching program is the range of models and tools she uses, to help you tackle different leadership challenges. The models are easy to explain to your team and best of all, very effective.

Kylie, Head of People and Culture

SO, HOW DO I SPEND *My Time* AT WORK?

LET'S GET REAL.

It's time to acknowledge and re-evaluate how we're spending our leadership energy. The approach I'm about to offer is called Role Mapping, a hugely powerful, but simple, concept. Please don't confuse the simplicity of this tool with its impact, which is massive, if deployed faithfully.

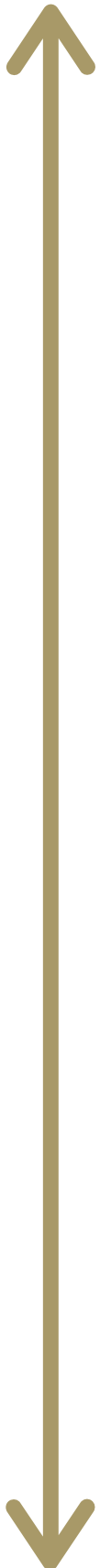
I promise you that if you deploy this tool with yourself and your team, you'll never look at workload and priorities the same way again.

So, let's get started.



THE POWER OF *Role Mapping*

Our workload can be distributed along a continuum of:



High-Value, Strategic Projects

The high-value, high-return strategic and project work which is future-oriented and will tangibly impact the bottom line.

Examples include strategic development, operational planning, improvement projects, and innovation which will deliver tangible business benefits. This might include strategic redirection, new product development, engaging with high-value stakeholders, innovation in systems which produce substantial efficiency, or effectiveness gains.

Operational Work

The day-to-day work of managing your team or function, the 'guts' of your role, your day job.

Examples include planning the work of your team, reviewing and managing the quality and timeliness of work delivery, budgeting and reviewing financials, team and 1:2:1 meetings, developing your team, giving feedback and direction, stakeholder management, and operational processes, which allow the work of your team to be done effectively.

Low-Value, Administrative Churn

The work which is of such low value in the context of your role that it should be minimised, streamlined, automated, delegated or not done at all.

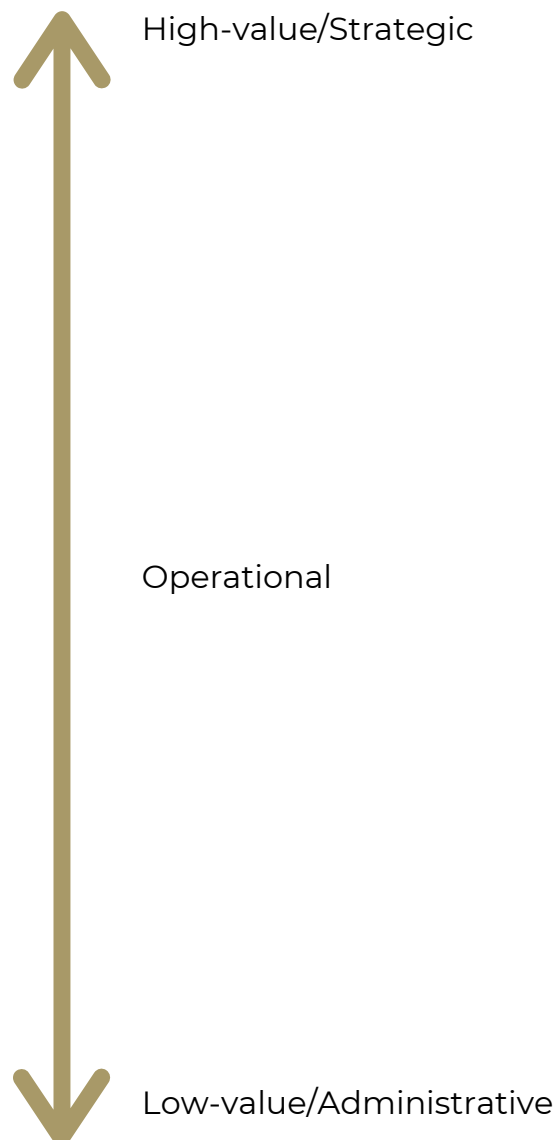
Examples include data entry and basic routine reporting, form filling and signing, writing reports which are not high-value or read by high-value stakeholders, interruptions, low-value emails and meetings. I'm sure you can think of others!

LET'S GET TO *Work*

The high-value work!

The good news is that the process of Role Mapping is simple, and won't require much effort on your part. That said, skip this activity at your own peril.

1. Use the chart below to map your role, identifying ALL the activities in your role, and distribute them between the High-Value / Strategic, Operational and Low-Value / Administrative headings.
2. Leave this on your desk by your keyboard for a few days. Add to it, review it. Make it suitably complete.
3. Challenge yourself about what truly belongs in each category.





That's it. Well done!

In the next worksheet, we're going to rock your world by helping you to identify what to do with all that low-value and operational work that's keeping you stuck in overwhelm.

Welcome to taking charge of your workload.

BE ACCOUNTABLE
FOR HOW YOU SPEND
NOT ONLY YOUR TIME
AND ENERGY, BUT
THAT OF YOUR TEAM.

ANGELA KONING