

# Exercise: Supporting

Instructions

Start with the list you made in the Taking Over exercise of recent times you took on work that belongs to your employees.

Brainstorm ways you could have supported each employee you took over for, while still holding them accountable and put those in the “How could I have supported...” column.

In the Notes section at the bottom, pick one or two of your favorite “Ways I could have supported”, and write them down.

Consider putting them into your calendar as recurring items, so they pop up as reminders without your having to do anything.

You’re more likely to use them when they’re top of mind.

## Example:

Employee	The work I did (Monkey I took on)	How could I have supported without taking over?
Robert	I took over and completed the grant application that he was working on.	I could have set a time with him to a) let him know the quality of his work needed to improve, and b) had a working session together where I demonstrated exactly where to make improvements and how to see that.
Tariq	I took over and completed the slide deck for our next board meeting.	I could have scheduled a dry run with the staff where Tariq was the presenter, and turned it into a teaching moment. Basically putting Tariq under time pressure, combined with an opportunity to strut his stuff a little bit for our team.
Robert	I called the 5 potential funders Robert was supposed to be calling.	I could have done the first few of these calls with Robert instead of just picking up the phone myself
Notes		
One theme here seems to be: When I’m tempted just to take over and do work myself, alone, instead use these as “teaching moments” by inviting the employee in question to work with me. This is a way of clarifying my expectations and teaching them about the level of quality we’re going for here.		



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Employee	The work I did (Monkey I took on)	How could I have supported without taking over?
Notes		