

# 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.

