

THE PROS AND CONS OF THE PLAYER-COACH

Where Is Your Time Going?

An assessment of how you're dividing your time between doing the work and leading your people

THE IDEA

In "The Pros and Cons of the Player-Coach," I talk about one of the biggest challenges of the model: there simply isn't enough time to do everything. You have your own work to do, people to manage, problems to solve, and the inevitable escalations and fire drills.

That makes where you spend your limited time incredibly important. And sometimes, where it's going isn't where it should be going, especially when your lowest performers are consuming more of your time than your highest performers.



How to use this resource: For each question, document **what's happening now**, then identify **what you think should be happening**. Compare the two columns and choose three changes you can make to bring your time closer to where you want it to be. This resource can be used as you evaluate your time as a player-coach, or even as a new manager.

YOUR WORK

	What is happening now	What should be happening
What % of my time am I spending doing my own work?		
What % of my time am I spending managing my team?		

PROBLEMS & FIRE DRILLS

	What is happening now	What should be happening
What % of my time am I spending on escalations or fire drills?		
What % of my team's problems am I solving for them?		
What % of my team's problems am I helping them learn to solve for themselves?		

WHERE MY PEOPLE TIME GOES

	What is happening now	What should be happening
What % of my time am I spending with my most effective contributor(s)?		
What % of my time am I spending with my least effective contributor(s)?		

Now compare what is with what should be. Where are the biggest gaps? Identify three changes you can make to start moving your time in the right direction. What can you do to make the numbers in the left column more equal to the right column?

Change 1: _____

Change 2: _____

Change 3: _____

ONE FINAL CHECK

Look specifically at your answers in the 'Where my people time goes' table. If you're spending more time with your least effective contributors than your most effective ones, ask yourself:

- ◆ How could I adjust the amount of time I'm spending with my least effective contributor(s)?
- ◆ How could I spend more—or better—time with my most effective contributor(s)?
- ◆ What are some creative ways I could engage my exceptional contributors to help strengthen the rest of the team?
- ◆ Do they know they're exceptional?