

ED – Kellogg

Here is my follow up to Activity IV – my commitment to resolve or enhance issues affecting morale.

1. Continue and improve one-on-one meetings with direct reports (O3s) AND work with direct reports to have effective one-on-ones with their direct reports following the Horstman model (Manager-Tools podcast and “The Effective Manager” by Mark Horstman).
 - a. My action: Listen, read, and apply the learning to one-on-one meetings with direct reports (Ashley Welke, Ben Mead-Harvey, Angel Suhrstedt, Julia McConnell, and Bridget Williams).
 - b. My staff’s action: Fully participate in one-on-one meetings with me.
 - c. Administration’s action: Continue to support and encourage use of this important management tool to establish professional relationships across the system.
2. Communicate. Communicate. Communicate!
 - a. My action: 1) Schedule and conduct a weekly “communication check” to make sure I have shared all of the information staff needs to know. 2) Resume use of a checklist of who is told what.
 - b. My staff’s action: Accept responsibility for reading email and the Intranet, listening to apply any verbal announcements, and asking questions when needed.
 - c. Admin’s action: Help summarize talking points at the end of each meeting to ensure a consistent message is shared with all staff.
3. Realistic deadlines and start times for projects and complete follow through.
 - a. My action: Carefully consider the impact of projects on staff and speak up if timelines may present negative consequences.
 - b. My staff’s action: Be open to new ideas and provide reasonable feedback to ensure success of projects and programs.
 - c. Administration’s action: Welcome feedback from staff and be willing to adjust timelines, even if it is for the sake of letting staff know we heard their concerns.