

Jerome's Story

Jerome is an entrepreneur who started a company about 8 years ago. They've been successful, but they're still pretty lean with a team of only 5 people. For him, it's not just a job, it's his personal mission. As the owner of the company, he feels the weight of responsibility to keep the business afloat in a tough economy. This drives him to work long hours to make sure his employees can get paid and he continues to have the opportunity to do the work he loves. But lately, he's realized that he is overcommitted and isn't managing his time well. This bothers him for several reasons. He wants to feel balanced and in control of his time, and at a deeper level, he's found that when he's overcommitted, his quality of work suffers and therefore he can't make . He desires to **do his work with excellence so that he can make the difference he wants to make.**

Jerome knows he has a great team and he should delegate more, but every time he thinks about it, he worries that the work won't be done the way he would do it which could result in losing business, or eventually losing the business. So he keeps doing everything, sacrificing his hobbies and time with his family. He started asking himself WHY he's doing this, and what he realized is that deep down he believes **he is the only one who can do it right and that he is better than the people he works with.** This was not a fun thing to admit about himself.

Jerome recognizes that his unstated belief that he's the only one that can do things right is making it impossible to make the difference he desires to make.

GO STATEMENT: Over the next year, I want to be better at making a difference through excellence, and not be held in place by believing no one can do it as well as I can.

SMALL STEPS:

1. Jerome picked a project that needs to be done, but isn't something that HE needs to do. The report is given to his board so it matters and there is pressure for it to do it well, but there is no reason she shouldn't be able to pull the information together. It may take him a little more time to walk her through how to do it and to proof it, but if she is able to take it off his plate, it will save hours in the long run.
2. Jerome has always taken the lead on new client engagements with Susan there with him to support. For this upcoming engagement, he is going to ask Susan if she will take the lead and he will take more of the supporting role. She could say no, but if she says yes, there is the potential added benefit of growing Susan too.
3. Jerome's time with his wife has suffered as a result of his poor time management. Even when they are together at home, he is working, talking about work, or thinking about work. He has committed to leave work early to take his wife on a romantic date and really listen well to her. He is going to focus on refraining from giving his "expert" opinion on every topic she initiates, and instead he is going to try to fully understand her perspective before he responds.



The LEADERS LYCEUM

GROWTH GAP TOOL

identifying the gap between who you are and who you want to be

3 What I could do, that I am not currently doing, to more fully realize these **Section 2** Values is...

Delegate some of the projects on my plate



4 What I worry, fear, or resist most about taking this kind of **Section 3** Responsibility is...

The work will get screwed up

and the big, bad version of these worries, fears, or resistance is...

— We lose business

— We go out of business

1 My #1 Complaint is...
I'm overcommitted and
I don't manage my time effectively

My complaint reveals what really matters to me.



2 I value, or care about...
BALANCE!
Time management

Why? I want to do what I do with excellence

Why? To make a difference for others



5 In order to protect myself from the downside of these **Section 4** Challenges, what I tend to do is....

— I work weekends

— I bring work home

— I stay late

These behaviors show me that I may also value or be committed to...

Being right or better than others

Yuck!

Bigger-Me

Growth Gap

Smaller-Me

GO Statement:

Over the next year, I want to be better at making a difference through excellence, and not be held in place by believing no one can do it as well as I can.

Small Steps:

1. Meet with my direct report and ask her to put together the monthly report by next Tuesday instead of doing it myself.
2. Ask Susan to take the lead on the West Side project with me moving to a support/coaching role.
3. Leave work at 5:30 on Friday and take my spouse on a romantic date and really listen well to what's going on with her.