

Expectations for Business Managers Serving on Centrally Led Projects

To be reviewed with individuals serving as our representative on a central process improvement or issue resolution project. Items are dependent on the scope of the project and can be tailored as needed. Regardless of the scope of the project or their role, individuals are representing business managers and should work collaboratively with the team members to develop mutually agreeable outcomes.

Expectations for Project Leaders

Pre-Launch: Individual will meet with the Director of Business Management (DBM) to review key aspects of the project. Following the conversation, the individual should have a good grasp of the following:

- Objectives of the project and their role in meeting the objectives;
- Scope of the project and impact on business management;
- Key business manager resources who have significant interest (knowledge and/or will be impacted) in the outcome of the project so representative can contact them throughout the project to identify issues / concerns;
- Specific issues that the director believes may come from the project work;
- An expectation of the length and required effort associated with the project.

On-going Participation: The representative should brief the DBM periodically or as specific milestones are reached.

- Provide regular status updates to the DBM highlighting key accomplishments and critical issues;
- Elevate critical issues to the DBM immediately. As needed, use your DFA and key stakeholders to gauge progress and identify when items need elevation;
- Representative should communicate with key stakeholder's to solicit their input as the project moves forward, particularly as solutions are formulated;
- Share global communications and/or training materials with DBM in advance of publication;
- Pass along to the work group any feedback received from key stakeholders and Business Management leadership;
- Encourage transparency through the project; balance transparency with over communication (timing is critical);
- When a Steering Committee is involved, work with the DBM to schedule regular updates prior to Steering Committee meetings.

Project Conclusion

- Prior to broad dissemination, present conclusions and recommendations to the DBM, key Business Managers, Cluster Managers, Directors of Financial Affairs (DFA) or others as appropriate.
- Present feedback from these constituents to the work group prior to finalization of communications and other related materials.

Expectations for Focus Group Leaders / Participants / Limited Term Assignments

Individual should remember that they are representing business managers and should work with the group to develop mutually agreeable recommendations.

- Seek to gain an understanding of the project from a broad perspective. Engage with your supervisor, colleagues and others in advance.
- Feedback can be received through a cluster discussion and/or reaching out to your supervisor or the DBM to identify impacted areas.
- Speak up! Silence is perceived as agreement. Based on your awareness and understanding, participate at meetings through questioning and sharing of issues.
- As needed, use your DFA as a resource to gauge progress and when items need to be elevated to the DBM.
- Encourage project leaders to broadly communicate key milestones through the project.
- Share key project milestones and issues with your supervisor and/or DBM.