

Key Stakeholder Roles - Estimated Time Commitments

Initiative Champion - Chairperson of the Steering Team.

- 6 hours per month Steering Team meeting related activities (1 hour prep, 1 hour meeting, 1 hour follow up x2 each month in the first year(s), plus an estimated 6-9 hours a month on misc IC responsibilities (e.g., support of quarterly leadership training, team support, Capstone Chats, Capstone 1:1 calls, etc.) which equates to an estimated 12-15 hours per month.
- During Phase I (8-12 weeks) activities, the IC meets 1 hour per week with Capstone, with an estimated 2-4 hours of prep/follow up each week.

Steering Team Members - All Senior Leaders, Sub-Team Team Leaders, and possibly at large members (board, provider, middle manager(s))

- Recommend that the Steering Team meet separate from the weekly/standing administrative team meeting. In years 1 and 2, it is recommended that this team meets twice per month.
- 2-4 hours per month Steering Team meeting related activities (1 hour meeting, 1 hour prep/follow up x2 each month in the first year(s), plus an estimated 2-4 hours a month on misc Steering Team responsibilities (e.g., support of quarterly leadership training, communication, goal cycle activities, annual team planning, etc.) which equates to an estimated 4-8 hours per month
- During Phase I (8-12 weeks) activities, the IC will need to meet with the administrative team until the Steering Team is established with an estimated 0-2 hours of meeting/prep/follow up each week.

Sub-Team Leaders - Leader (or co-leaders) of the employee-driven teams (3+ teams)

- Recommend that each team meets twice per month in the years 1 and 2.
- 6 hours per month team meeting related activities (1 hour prep, 1 hour meeting, 1 hour follow up x2 each month in the first two years, plus an estimated 6-9 hours a month on misc IC responsibilities (e.g., team action assignments, Capstone Chats, etc.) which equates to an estimated 12-15 hours per month.

Sub-Team Members - Employees on the employee-driven teams (3+ teams)

- For staff who are part of the teams, they can expect 1-2 hours per month for meeting time (teams often meet 1-2x per month; most often in year 1 and 2, it is 2x/month and then they often move to monthly meetings). In between meetings, they may take on "action assignments" (certain tasks that need to be done for their team to accomplish its action plan). Employees can do these assignments within their departments during "down time" (most jobs have them; therefore, they turn downtime into productive time).
- During the two quarters per year when there are all-employee training events, they may have additional hours devoted to their team activities; as well, the Community Team typically has 2 events per quarter that may require additional time.

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All Leaders -

- Attend leadership trainings (Visit 1 - 2.5 hours, Visit 2 - 2 Days, Visit 3 & 4 (TBD))
- Support of the Teams (“grab the baton”) - incorporate into what you already do (“not extra time”)
- Leadership Practices (“replace” - “new way of working, not extra work” - “incorporate into what you already do”)
 - Example - turn monthly staff meetings into goal action meetings

Leaders Serving as “Peer Champions” - These are leaders who are designated to be developed as an internal resource and trainer for one or more of the core leadership practices.

- On average, most internal peer champions can fulfill their ongoing responsibilities to provide support and training for all leaders, including new leaders, in an average of 12-18 hours per year. This is based on a breakdown like this:
 - Prepare and provide training at 1 leadership training per year = 4-6 hours (could be more dependent on the volume of training opportunities provided for leaders on the leadership practice in a given year and/or the complexity and/or priority of each specific practice in a given year)
 - Provide ad hoc support to leaders and steering team (e.g., answer questions, forward additional resources, develop/adjust the organization's practice/tools/resources, etc.) = 4-6 hours
 - Prepare and provide training to new leaders = 4-6 hours (could be more or less dependent on the volume of new leader and/or the process of new leader onboarding)
- Initially, however, internal Peer Champions will have additional learning needs (which can be flexibly incorporated into their first year in this role), For instance, our CapstoneEDU courses are on-demand self-paced learning modules (one available for each of the leadership practices) that are recommended for peer champions. The CapstoneEDU Courses vary in the length of time they take to complete. The estimated time commitment and the recommended pacing guideline are as follows:
 - Improving Communication - 10 hours over 6 weeks
 - Elevating Gratefulness - 8 hours over 6 weeks
 - Strengthening Relationships - 12 hours over 6 weeks
 - Effective Hiring & Onboarding - 8 hours over 6 weeks
 - Setting & Achieving Goals - 6-9 hours over 8 weeks
 - Giving & Receiving Feedback - 16 hours over 12 weeks
 - Promoting Wellbeing - 6 hours over 6 weeks
 - Leading Change - 8 hours over 6 weeks
 - Achieving Standards - 7 hours over 6 weeks