

Each team member fills this out.

We have found that the single greatest challenge in leading and managing people is to ensure that they're all focusing on the 3–5 things that only they can and should do that will have the greatest impact on the practice, their clientele and their teams. The larger and more complex the practice, the more challenging this becomes. Size breeds complexity, and complexity diffuses focus. The ultimate goal for any team, in our view, is to have members spending 60%–70% of their week on the 3–5 things that only they can and should do.

**Step 1**

Have each member of your team list what they believe to be their 3–5 critical objectives.

**Step 2**

Have them list any obstacles standing in their way and possible solutions.

**Step 3**

Meet with them to review their 3–5 things (make modifications where appropriate) and remove obstacles where possible.

**Step 4**

Work together to finalize an individual action plan.

<b>3–5 things that only I can and should do</b> Just because you can do it doesn't mean you should.	<b>Current hours per week</b>	<b>Ideal hours per week</b>
1.		
2.		
3.		
4.		
5.		

**Each member of the team should strive to spend 60%–70% of his/her week doing these 3–5 things.**