

Leading vs. Doing: Estimate Your Week

Purpose: Transit leaders juggle daily operations ('IN the business') while also shaping the future ('ON the business'). This exercise helps you visualize how you currently spend your time — and what your ideal balance might look like.

Step 1 – Estimate Your Week

Think about your past 5 workdays. Roughly - how much time did you spend:

Category	Description	% of Time This Week
Doing Your Team's Job	Covering routes, filling shifts, troubleshooting, or stepping in directly	_____ %
Leading Your Team	Coaching, problem-solving with others, giving feedback	_____ %
Working IN the Business (Tactical)	Managing schedules, responding to issues, short-term operations	_____ %
Working ON the Business (Strategic)	Planning improvements, developing staff, preventing problems	_____ %

Step 2 – Reflect

- Are you spending more time doing than leading?
- Which parts of your role pull you back into 'doing'?
- Where could you delegate or set clearer boundaries?

Step 3 – Your Ideal Balance

Write your ideal time distribution for the same categories:

Category	Ideal %	Shift Needed
Doing Your Team's Job	_____ %	↑ / ↓
Leading Your Team	_____ %	↑ / ↓
Working IN the Business (Tactical)	_____ %	↑ / ↓
Working ON the Business (Strategic)	_____ %	↑ / ↓

💡 “If you shifted even 10% more time toward leading, what could change for your team — and for you?”