

# Setting the Pace



*Kristen Cox, Executive Director,  
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**D**EAR READERS:

When snowshoeing a few weeks ago, my youngest son once again gave meaning to the statement, “out of the mouth of babes.” During our hike his older brother turned back to complain about how slow everyone else was moving. My six year old shot back, “Well, you’re the one who’s leading!” His comment that the pace of the group was dictated by the one leading was not only cute, but insightful. Before looking to others to find answers or place blame, an effective leader will carefully consider the impact they personally have in determining the pace and cadence of an organization.

For me, determining pace and direction are two critical factors to an organization's success. Too many new projects or too wide a scope can overwhelm the organization and cause bad multi-tasking while a lack of new efforts or direction may result in obsolescence. Setting the exact pace or individual direction for everyone involved may be impossible, but having at least an awareness of these issues is a must.

As an outdoor enthusiast, snowshoeing and hiking are some of my favorite recreational activities. Having the right gear makes all of the difference between a successful hike and a miserable one. Likewise, having the right gear or tools within an organization is imperative when it comes to assessing performance, direction, and pace. At a minimum, the following tools are required to be successful:

- Clear targets
- Dashboards to track cost, quality, and throughput
- Structures to track division or unit, as well as organization-wide projects
- Real-time data on how individuals, teams, and divisions/units are performing

Whether providing valuable information about the economy of Utah; discussing how women and men match up in educational attainment; or weighing the value of creating family friendly workplaces to improve productivity and employee success; our goal is for *Trendlines* to be a valuable tool for you to use in setting the direction and pace of your organization. The Utah Department of Workforce Services is committed to the mission of connecting job seekers and employers and we hope this edition of *Trendlines* will help you lead the way.

SINCERELY,

## Trendlines

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