

# Completed Staff Work

## What is Completed Staff Work (CSW)?

It's simple: **Your job is to deliver solutions, not problems.**

CSW means taking a problem, doing the research, and presenting a complete solution to your boss. When you're done, your boss only needs to say "approve" or "decline." No back-and-forth. No hand-holding. Just a finished product.

## Why It Matters

I believe Completed Staff Work is more than just getting things done—it's **delegation with purpose.**

- **It's your chance to think critically and creatively.**  
This isn't your everyday to-do list. It's a challenge. It's about solving big problems that prepare you for leadership.
- **It's a vote of confidence from your boss.**  
They trust you to figure it out, not just follow orders.

Done right, CSW builds your skills and shows your boss you're ready for bigger responsibilities.

## The Rule of Thumb for Completed Staff Work

1. **Solve, Don't Dump.**  
Don't bring problems to your boss. Bring solutions. Your job is to handle the details so your boss doesn't have to.
2. **Don't Ask, 'What Should I Do?'**  
Asking for direction shifts the problem back to your boss. Instead, figure out what they'd want done and make it happen.

### 3. **Collaborate Smartly.**

Talk to peers. Seek advice. But when you present to your boss, it should be polished and complete.

### 4. **Make It Boss-Ready.**

Your work should be clear, concise, and ready to sign. No fluff. No jargon. If it's not something your boss can confidently approve, it's not done yet.

## **The Final Test**

Before you deliver your work, ask yourself:

**"If I were the boss, would I sign this and bet my reputation on it?"**

If the answer is no, go back and fix it.

## **Why It Works**

- **It saves your boss time.**  
They focus on big-picture decisions, not minor details.
- **It builds trust.**  
Your boss sees you as reliable, capable, and leadership material.
- **It prepares you for the future.**  
CSW is about solving challenges that push you closer to becoming a leader yourself.

When you master Completed Staff Work, you don't just help your boss—you grow into the kind of person who one day doesn't need one.