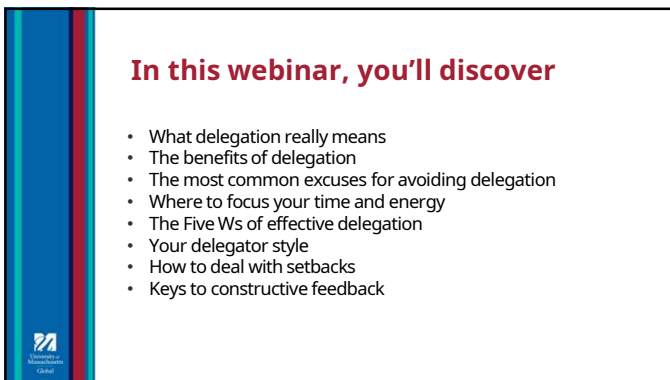
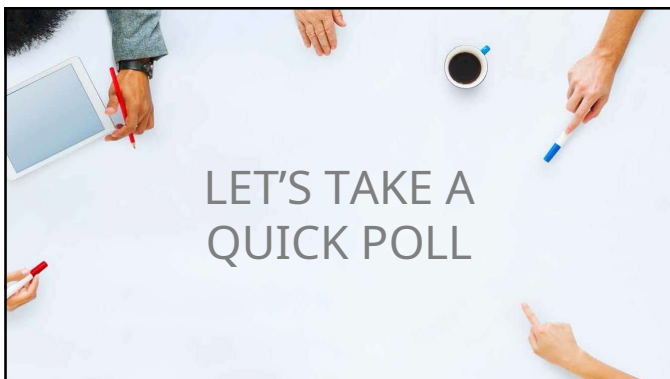




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5

Effective Delegation

- Is the act of **SHARING** a task, assignment or responsibility
- Is a **PARTNERSHIP** between you and another person
- Is **not** an excuse to Dump and Run or "Set It and Forget It"
- Is a **LEARNED SKILL** that gets easier with **PRACTICE**



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Everybody Wins

When delegation is done effectively, it creates a WIN-WIN-WIN situation for the Delegator, the Employee, and the Organization.




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Benefits of Delegation

- Reduces OVERWHELM and BURNOUT
- Regains TIME and ENERGY for high value tasks
- Improves PRODUCTIVITY, PROFITABILITY, and SERVICE DELIVERY
- Develops team member SKILLS and CONFIDENCE
- Promotes CAREER ADVANCEMENT





Which one is most important to you right now?



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4 Most Common Reasons We Still Resist Delegation

- Control
- Ego
- Past Experience
- Lack of Clarity

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Common Reasons for Resisting

"No one can do it better than me"

"I want the credit or recognition"

"It will take too long to explain or train"

"It's easier to do it myself"

"I don't have time to babysit/check on them"


"I don't know if I can trust them to do it right"

"I had a bad past experience"

"I don't know where to start or what to delegate"




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Delegation requires the willingness to pay for short term failures in order to gain long term competency.


— Dave Ramsey —

AZ QUOTES




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Focusing Your Time and Energy



- Delegation is not always the ANSWER
- The key question is: What is the BEST USE of my time?
 - Only you
 - Best at
 - Most critical



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Exercise #1

When you increase your productivity by delegating, where would you spend your "found" time?



Some potential categories to consider:

- Coaching & Performance Management
- Building Client Relationships
- Quickly Responding to Calls / Sales Calls
- Professional Development & Training
- Family Events / Hobbies / Exercise
- Reports & Paperwork
- Project Planning
- Preparing Grants
- Clearing Your Inbox/Emails
- Strategic Thinking

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Five Ws of Effective Delegation

WHAT

WHERE

WHEN

WHO

WHY

Why is HOW missing?

Exceptions: Legal or safety concerns

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Choose the Right People With the Right Skills

- > Look at the EXPERTISE, SKILLS, and ABILITIES they bring to the table right now
- > Fill in SKILL GAPS / WEAKNESSES / areas for improvement
- > Evaluate their WORK HABITS
- > Consider their level of interest in GROWTH or new OPPORTUNITIES

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5 Ws Delegation Planning Worksheet

By considering these questions in advance, you can make more effective delegation assignments that achieve positive results.

WHAT	What is the task or objective? What is the final deliverable?	
WHERE	Where will the work be performed? Onsite, remote, travel?	
WHEN	When does the work start? When must it be completed? Are there major/specific milestones along the way? Will it require an over time or after-hours commitment?	
WHO	Who has the necessary skills? Who can I count on? Who has the workload/mental capacity (avoid overloading)? Who is interested in/ready for growth or development?	
WHY	Why is this work important? How does it contribute to the team's or organization's goals?	

<p>SPECIAL CONSIDERATIONS: Anything associated with this project that needs to be taken into account before issuing your assignment: visibility, people involved, politics, penalties for non-compliance, urgency, limited resources, your availability or willingness to provide guidance, perceived unfairness, etc.</p>	
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Avoid Confusion or Misunderstandings

- Encourage INPUT and QUESTIONS
- Never assume UNDERSTANDING
- Ask them to REPEAT the assignment in their own words
 - Clarify any misunderstandings, make any corrections or adjustments
 - Confirm the new information has been understood – have them summarize the changes
- Gain COMMITMENT – orally or in writing



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What's Your "Usual" Delegator Style?



Controller

Require constant updates/status reports; prescribe how the task must be completed*

* Aside from safety or legal requirements



Collaborator

Expect your partner to come prepared with potential solutions but check with you before taking action



Coach

Insist that your partners try to resolve the issue on their own first (in order to build their troubleshooting / problem-solving skills and save you time)



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Exercise #2

What is your delegator style?



Controller

Require constant updates/status reports; prescribe how the task must be completed*

* Aside from safety or legal requirements



Collaborator

Expect your partner to come prepared with potential solutions but check with you before taking action



Coach

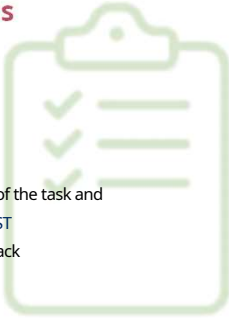

Insist that your partners try to resolve the issue on their own first (in order to build their troubleshooting / problem-solving skills and save you time)



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Monitoring Progress

- > Establish MILESTONES
- > Define level of AUTHORITY
- > Schedule PROGRESS CHECKS
- > Define FREQUENCY
 - > depending on the CRITICALITY of the task and
 - > your level of CONFIDENCE/TRUST
- > Don't ASSUME that things are on track






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Dealing with Setbacks

In spite of strategies and checklists, and even with practice, there will be setbacks. Each delegation partnership is unique and requires a personalized approach.

- > Recognize there will be a LEARNING CURVE
- > Stay CALM and focused on the OBJECTIVE
- > Watch out for MONKEY TOSSING
- > Revisit expectations and how to handle PROBLEMS or DELAYS

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Providing Constructive Feedback



From Calvin and Hobbes by Bill Watterson



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The Keys to Constructive Feedback



- Focus on the **TASK**, not the **PERSON**
- Use specific **EXAMPLES**, details and numbers whenever appropriate
- Reinforce strategy, purpose, and **EXPECTATIONS**
- Gain renewed **COMMITMENT**
- In addition to ongoing **FEEDBACK**, do a **DEBRIEF** at the end of each assignment




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Summary

- Delegation is a Partnership. You share the **RESPONSIBILITY** for the outcome, rewards, and consequences.
- It will get easier with **PRACTICE**.
- Use the **5Ws** to make the most effective delegation assignments.
- Keep the lines of **COMMUNICATION** open. Stay **CALM** and **FOCUSED** on the end results and future gains.
- When done effectively, delegation creates a **WIN-WIN-WIN** situation for the **DELEGATOR**, **EMPLOYEE**, and **ORGANIZATION**.



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LET'S TAKE A
QUICK POLL

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If you want to do a few small things right, do them yourself. If you want to do great things and make a big impact, learn to delegate.

— John C. Maxwell —

AZ QUOTES



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TIME FOR ACTION

Takeaways & Action Items



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KAMMY HAYNES, Ph.D.
Founder and President of Inside the Bottom Line
and Instructor at UMass Global

Q&A

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