Delegation for Everyone's Success

Delegation is...

- Assigning responsibility for outcomes along with the responsibility and authority to produce the desired results.

- Giving others the authority to act on your behalf, accompanied by responsibility and accountability for results.

- A powerful statement of trust, respect, and confidence.

- A learning opportunity to benefit employees' growth.

Delegation is a Responsibility

Delegating for Results

Delegating for Employee Growth

- Managers are responsible for developing their employees to ensure that they are well trained, to identify future leaders, and to prepare their own successor

- Delegating responsibility is a powerful statement to employees about how much they are trusted and how competent and valued they are considered to be to the company

Why don't we delegate?

We are too busy to help someone else learn

We don't trust that they'll do it right

We have seen them make too many mistakes before

We feel guilty about assigning work to others

We are worried they may be better and make us look bad

We believe that only we can do it

Five Bottleneck Behaviors

The Hero

The Interventionist

The Isolationist

The Time Optimist

The Day Dreamer

The Hero

Situation

The team is conditioned to run everything by the leader (to make you feel needed). The leader is energized by being able to solve every problem.

Possible Underlying Features

- Lack of accountability
- Lack of process
- Lack of autonomy

The Hero

Outcomes

- Sabotages any plan for sustainable growth

Solutions

- Extracting yourself
- Hand off some small/easy processes
- Verbally redirect team to not include you in everything
- Explain your thinking to your team

The Interventionist

Situation

This leader micromanages. They find a way to over-involve themselves in everyone's tasks. They require lots of communication and deference.

Possible Underlying Features

- Ideas, Plans, Vision all come from the leader
- Leader was unsuccessful at delegating in the past

The Interventionist

Outcomes

- The team withdraws and feels like their contributions don't matter

Solutions

- Start small – build trust
- Be clear about project criteria
- Be honest with yourself about what warrants your attention
- Have everyone commit to a process

The Isolationist

Situation

The leader doesn't trust their team to meet standards and expectations, so they take over the entire project and all tasks.

Possible Underlying Features

- Supervisor over-committed to various committees and projects.
- Meetings with employees are rare and brief.

The Isolationist

Outcomes

- The leader burns out.
- The employees can't get clear direction to help.

Solutions

- Have organized meetings for clear communication
- Establish a process for asking questions
- Be realistic about your time
- Give the team small wins

The Time Optimist

Situation

The leader lacks restraint in only executing the best ideas. They are optimistic about the potential of multiple ideas.

Possible Underlying Features

- Prioritization strategy failed – everything is urgent
- Inability to differentiate brainstorming and assignment time

The Time Optimist

Outcomes

- The team becomes unfocused due to being overloaded.
- Employee burnout.

Solutions

- Give yourself some boundaries
- Have real conversations about team workload and availability
- Establish priorities before delegation
- Have clear deadlines

The Day Dreamer

Situation

The leader is swept up in the rush new ideas and doesn't fully consider the execution or the completion of older ideas.

Possible Underlying Features

- Supervisor has trouble clarifying expectations and important information.

The Day Dreamer

Outcomes

- No one is aware what success looks like in this team.

Solutions

- Reflect on priorities
- Use the team to bring out details
- Require a clear vision of success per project
- Don't share every idea

Solutions Round Up

Reflect on your priorities and commitments so you can be honest about what warrants your immediate attention

Have honest conversations about team workload and availability

Delegate small, low-risk, or easy tasks to build confidence

Have organized meetings for clear communication

Clarify project tasks, deadlines, and the vision of success

Establish and have everyone commit to a process

How to Delegate Better

1. Why should you delegate?
2. Who to delegate to…
3. Who not to delegate to…
4. What tasks to delegate…
5. What information should be shared?

Why should you delegate?

- Reduces your workload and stress level

- Provides you more time to focus on high value activities

- Builds trust among team members and an understanding of others

- Develops employee capability through experience

- Helps to prepare people to handle tasks in your absence

Who to delegate to...

Consider employees who are:

- Ready for a push
- Willing and available
- Are self-motivated
- Are comfortable working without constant supervision
- Who have strengths that align with the task
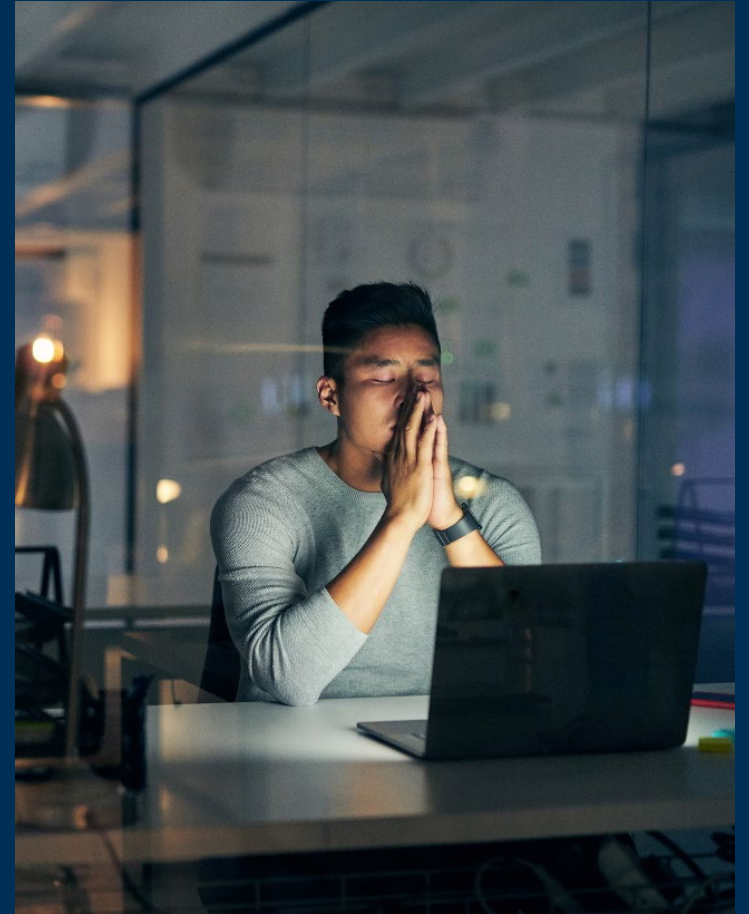- Who have goals that align with the task

Who not to delegate to...

Employees who:

- Are already overloaded
- Have other important, high priority tasks to do
- Lack the time and/or skillset
- Are very new to the organization

What tasks to delegate...

Look at your team's workload – think about all the things that need to be done.

Step 1
- Tasks/processes only you can do

Step 2
- Tasks/processes that keep you from the tasks you identified in step 1

Step 3
- Ask yourself, "what keeps me from delegating the tasks from step 2?"

What information should be shared?

Clarity of Responsibilities

Clarity of Expected Outcome

Level of Supervisor Involvement

Employee Capability

Employee Availability

Final Reminders

- Choose the right task for the right person
- Start with clear communication
- Give them some room
- Check in, but don't be overbearing
- Be patient and understanding
- Share in rewards and give credit

CPM

Collaborative Performance Management

Cohort of 20 supervisors completing 10 classes over 4 months.

Topics include communication, feedback, discipline, difficult conversations, and more!

EMILY MORGAN

LET IT GO!

How to *(Finally)* Master Delegation & Scale Freedom Across Your Organization