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DELEGATION MADE EASY - With Great Results July 2021



**Have you ever heard someone say,
“If you want something done right, then you have to
do it yourself?”**

Maybe you're someone who says that. I grew up with a father who had that as a motto. But what I've come to realize over years of experience, is that if that is true for you, then you probably are not delegating properly.

Why delegate anyway?

I recently delivered a webinar called “Fast Track Success in Your New Role” and I talked about having your own strategic



**“If you want to do a
few small things right,
do them yourself.**

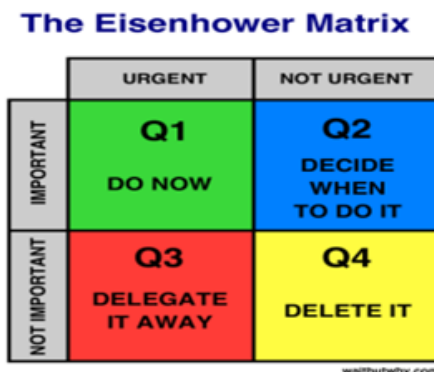


**If you want to do great
things and make a big
impact, learn to
delegate.”**

-John C. Maxwell

plan to be doing the right things and being brutally clear in choosing the most strategic goals rather than putting tons of goals on your to-do list. There are almost always more things for one's to-do list, all of which may be very good, than are really doable. Time management is a challenge for most folks and part of the reason is simply having too many things on the list. Taking the time to get clear, up front, on what is most important impacts your success.

When managing time, it's easy for the urgent to take over the important. I share the grid below to give you an idea what I'm talking about. This is a grid developed by President Dwight D. Eisenhower. It's referred to as the Eisenhower Matrix. It's also used by Steven Covey in his book, "The 7 Habits of Highly Effective People."

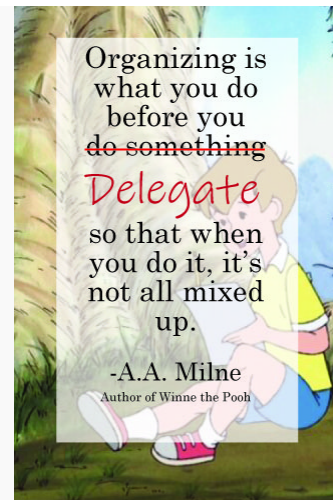


Click [here](#) for a detail of the diagram and the types of things that fall into each quadrant.

The key here is not to let the urgent overtake the important.

The lower left quadrant – things that are urgent but not important is one particular area ripe for delegation. There can be other areas as well; it's not limited to items in that quadrant. Many items from Q2 may also be areas you can delegate, particularly if you have direct-reports.

Whether you are delegating to an administrative person, a colleague or a direct-report, the key to good delegation is to first spend an appropriate amount of



Delegate 100% of everything you can delegate. It is the boldest, scariest and hardest thing to do, and it'll make you 3x more effective at everything.

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THROUGH COACHING YOU CAN:

Get clear on your goals and direction

time preparing the delegation so it actually takes the responsibility off your plate to free up time AND that it is accomplished in the manner you are intending. If you pass the task/project to the other person carefully, thoughtfully and with good communication, you set the delegee up for success so that it doesn't continue to be your burden.

Here are six steps to successful delegation

(Did you think there was only one?)

Step 1: Know why you are delegating this task/project

- You don't have time to do it
- It is a more appropriate task for someone else's role or job description
- It's an opportunity or stretch-assignment to help someone grow or gain skills
- Other

Step 2: Do the preparation to pass it on

Prepare all the necessary/helpful info for the delegee and organize it so you're not handing them a mess. What happens when you receive a mess? Chances are, you procrastinate on tackling it.

- What is the "why" behind this task – why is it important or necessary?
- How will it be used, fit into what others are doing and what impact will it have?
- What's the big picture of the task?
- As you prepare the specifics, **and this is really an important part** – figure out what the picture is in your head, what you have in mind and what you're really

Recognize and capitalize on your strengths

Think through complex and sticky issues

Re-examine your perspective when appropriate

Create a plan you can confidently embrace to move forward



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hoping for that needs to be communicated rather than remain just an assumption on your part!

- What are the specifics the delegatee needs to know about? What are your expectations?
 - (See my article “Top Down and Bottom Up Goal Alignment” from June 2018) click [here](#) for the link
 - Without each of the 5 elements of a good goal, you’re missing something and set yourself and the delegatee up for less than the desired results. Make sure you are clear about all five elements in my article:
 - What (end result)
 - How many, How much (quantity)
 - When (target date)
 - Measure of Quality (where possible)
 - Cost (financial, materials, people, time, etc.)
 - What documents/resources/info do you need to pass on?

Step 3: Communicate it!

- Schedule the time to communicate properly everything you’ve prepared.
- Ask the person to feed back to you what they heard and what they understand.
- Listen for the gaps between what you intended and what they heard.
- Encourage them to ask questions for clarity.

Step 4: The handoff – the level of delegation

- Decide the level of delegation and communicate it clearly
 - **Complete delegation with no strings** (it’s completely theirs to handle without any consultation with you or report back)
 - **Complete delegation with final report of results** (it’s their project, you just want to be informed of the results at the end)

4. Be a Strategic Thinker and Decision Maker

5. Stress is an Inside Job!

6. Coaching & Mentoring Skills

7. Everything is Negotiable
- Do It Skillfully!

8. Results Leadership
(Part I & Part II)

9. Leadership Skills

10. Public Speaking & Presentation Skills

11. Effective Time Management Skills

12. Running Effective, Time-Saving Meetings

13. Working Effectively With Your Manager

14. Networking - Opportunities for You Personally and for Your Organization

15. Transitioning Into Retirement

16. Get Them There Better and Faster; Coaching & Mentoring Skills

17. Thoughtfully Choosing Your Approach to Conflict

18. Mediation Skills for Employee Conflicts

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- **Conditional delegation with periodic reports** (They have the responsibility for the project, but you want periodic check-ins to be sure it is progressing according to your specifications with opportunity for adjustments along the way as needed.)
- **Conditional delegation with collaboration or approval** (They will lead the work, but you will continue to collaborate and/or have final approval on some or all aspects of the project)
- Be clear about what requires your approval or input
- Be clear about how often or at what points you want a check-in and who is responsible for scheduling those check-ins

Step 5: Conduct Check-ins

- Follow-up with agreed upon check-ins
- If you handed it off unconditionally, then do not micromanage but ask if the person needs any help or support from you

Step 6: Feedback & Celebration

- “Thank you” is always welcomed by the person to whom you delegated something
- Ask the delegee, particularly if this is a new task or a type of opportunity or stretch assignment, what they learned and anything they might do differently in the future or any suggestions they have
- Offer appropriate, supportive feedback
- Celebrate the growth, skills learned and success of what you handed off.

Utilize these steps and watch delegation become a much more effective tool.

AND SHARE!

Since 2016, Joy has been publishing monthly articles to address everyday challenges in the workplace which are common to many. Often, topics come from you, her readers and clients. These articles are designed to help you, your direct-reports, peers and leaders. Feel free to download and share them.

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Joy is a conference speaker, team and leadership development consultant, customized trainer and facilitator and a Certified Professional Coach with expertise in personal career coaching, job offer and salary negotiations and executive coaching.

As an Insights Discovery® licensed practitioner, Joy provides clients the added value of the Discovery® Portfolio of tools when working with individuals, teams, leaders and organizations to create inspiring visions for collaborative, cohesive teams to produce superior results.

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