OBJECTIVES

- Define delegating
- Identify benefits and barriers of delegating
- Discuss delegating with IDEALS
- Understand elements of delegating
- Influence through delegating
VIDEO-The Art of Delegation

HTTPS://WWW.YOUTUBE.COM/WATCH?V=PaZs42CLbRI
What is delegating?

The assignment of a task to another person for the purpose of carrying out specific job-related activities while maintaining responsibility.
BENEFITS TO DELEGATING

- **Leader**
  - Reduced stress
  - Improved time management
  - Increased trust

- **Employee**
  - Professional knowledge and skill development
  - Elevated self-esteem and confidence
  - Sense of achievement

- **Organization**
  - Increased teamwork
  - Increased productivity and efficiency
QUESTION

Why aren’t leaders delegating more?
What are leaders saying about why they don’t delegate enough:

- The job must get done ASAP, and I am the only person with the expertise to get it done on time
- I don’t trust (or believe) that my people can get the job done on time with the right level of quality
- I’m concerned that I’m losing my technical knowledge and skills that I developed prior to becoming a leader
WHEN DO YOU DELEGATE?

Delegating can help in the following situations:

- A task offers valuable development to an employee
- An employee has more experience related to the task than you
- The task is recurring and all employees should be prepared or trained
- The task is of low priority and you have high priority task that require your immediate attention
When deciding who to select for the task, you must consider:

- The current work load of the employee
- The employee’s strengths and weaknesses
- The training and experience levels of the employee
VIDEO—WHAT IS DELEGATION?

ACTIVITY

Congratulations on your New Administrative Assistant, Trudy Smiles!

- Write down one task that you are delegating to your new assistant and put in your bag.
- Pull one task out of the bag
- Through role-playing, (leader, Trudy and observer), have the leader delegate the task to Trudy?
- Have the observer explain if the task was delegated effectively.
IDEALS Method
I - Introduce the task
D – Demonstrate clearly what needs to be done
E – Ensure understanding
A – Allocate authority, information and resources
L – Let go
S – Support and Monitor
INTRODUCE THE TASK

IDEALS

Key Questions:

✓ What task am I delegating?
✓ What part of the task do I retain? (task only you can do i.e. compliance, privacy)
✓ To whom should I delegate? (areas of development including strength and weaknesses)
DEMONSTRATE CLEARLY

IDEALS

✓ Explain objectives
✓ Show examples of previous work
✓ Discuss timelines and set deadlines
ENSURE UNDERSTANDING

IDEALS

- Clear communication
- Ask for clarification
- Secure commitment
- Don’t say no to them
- Collaboratively determine methods for follow-up
ALLOCATE AUTHORITY

**IDEALS**

- Grant authority to determine process, not desired outcomes
- Provide access to all information sources
- Refer delegates to contact persons or specific resources that have assisted previously
- Provide training to ensure success
LET GO

IDEALS

- Communicate delegate’s authority
- Step back, let them work
- Use constrained access
- Don’t allow for reverse delegation
SUPPORT AND MONITOR

IDEALS

✓ Schedule follow-up meetings
✓ Review progress
✓ Assist, when requested
✓ Avoid interference
✓ Encourage problem solving
✓ Publicly praise progress and completion
ACTIVITY

Now let’s delegate to your New Administrative Assistant, Trudy Smiles again.

- For each table, pull another task out of the bucket.
- Role playing again, delegate the task to Trudy using the IDEALS method.
- The observer will share feedback about if the feedback was more effective and why.
POOR DELEGATING

There are consequences of poor delegating:

- Information and decision making not shared by the team
- Leaders become stressed
- Team morale becomes low and people become frustrated
- The skills and knowledge of the organization are only focused on the same employees
Performance feedback can create effective delegation:

- Update your team constantly on your key priorities
- Clarify your expectations by specifying how much time and effort you want your team to invest
- Be patient. Let others learn and grow
- Give your team the support they need
LUNCH
VIDEO-BENEFITS OF DELEGATION

Elements of Delegation
What does it mean to you?

How do you react to delegation in your current role (receptive, overwhelmed, excited, etc.)?

What would it mean to you as a leader?
ELEMENTS OF DELEGATION

- Responsibility
- Authority
- Accountability
Responsibility is the obligation of an employee to properly perform the assigned duty. When a leader delegates a task, it becomes the responsibility of the employee to complete it.

- Responsibility can be delegated to some other person (the overall project responsibility is the leader’s)
- The essence of responsibility is to be dutiful
- It is assigned based on your experience, performance, and desire
Authority is the power to make decisions. Authority needs to be clarified at the beginning of the task.

- Assign employee duties
- You grant authority to enable employees to perform task (to make decisions and get decisions executed)
- Decision making authority must be approved by the leader delegating the task
Accountability means taking ownership of your work performance:

✓ Once a task is delegated, it is **yours**
✓ Answerable to the leader
✓ It creates an obligation for the employee to complete the task
FEEDBACK & DEVELOPMENT

CONTINUOUS FEEDBACK

ROLES
RESPONSIBILITIES
EXPECTATIONS

EMPLOYEE ENGAGEMENT

GOALS

ANNUAL PERFORMANCE REVIEW

TALENT ALIGNMENT

IMPROVED PERFORMANCE

EMPLOYEE DEVELOPMENT

TOOLS

COACHING

LEADERSHIP ACCOUNTABILITY

EMPLOYEE ACCOUNTABILITY
On the spot performance feedback can create effective delegation:

- **Positive feedback** that specifically reinforces desired behaviors and encourages people to achieve more

- **Instructive feedback** helps people become more independent

- **Timely feedback** enables you to quickly attend to developing problems

- **Negative feedback** that is instructive and delivered in a positive manner helps employees recognize unproductive behavior
VIDEO-DELEGATION: COACHING YOUR TEAM

Sometimes leaders must be directly involved in the delegation process:

1. Leading by example
2. Assessing your team’s performance
3. Building team capability
4. Improving your team’s morale
5. Determining if systems and processes are working
THE POWER OF INFLUENCE
VIDEO- ACCEPTING DELEGATION FROM YOUR BOSS

Influence is the capacity to have an effect on the character, development, or behavior of someone or something, or the effect.

Methods of Influence:
- Manipulate
- Model
- Persuade
Influence

Methods of Influence

- **Manipulate**: To adapt or change skillfully, to suit one’s purpose or advantage
- **Model**: To show or lead by example
- **Persuade**: Cause (someone) to do or believe something through reasoning, argument or sustained effort
Building Blocks of Influence

- Competence/Clarity
- Relationship/Reputation
- Conversation/Presentation
**Building Blocks of Influence**

Competence/Clarity

- **Knowledge**: Authority on the task
- **Experience**
- **Demonstrated expertise and credibility**
- **Clarity**
  - Clarity of the situation and desired outcome
  - What is the greatest challenge in the task?
  - What are the benefits for you and them?
**Building Blocks of Influence**

**Relationship/Reputation**

- **Tune into your team**: Be interested, present and supportive
- **Help** your team
- **Keep in touch** throughout the task
- **Create visibility** (for you and the project)
Conversation/Communication (Presentation)

- **Create** a persuasive strategy
- **Develop** and organize key points
- **Paint** a picture/tell the story
- **Support** with logical and emotional examples
- **Begin** strong
- **End** with a call to action/ask for agreement and clarity
Imagine you are managing the following individual:

Lee Simpson has worked in the process manufacturing plant for 18 years. He has been a foreman in the plant for six months and supervises 12 other employees. For many years Lee was known as one of the best operators in the plant. When he was promoted to foreman six months ago, he was really excited about the opportunity. Unfortunately, Lee has learned the job of a supervisor is more difficult than he thought it would be. He is still doing the plant operator duties in addition to managing employees. Lee realizes that he needs to spend more time managing his staff. In order to do that, he will need to delegate his plant operator duties to some of his staff.

As Lee’s manager what should you do?

*Discuss with your group. Have one person in the group tell the class what you would recommend to Lee.*
Do’s of Delegation

Do:

✓ Update your team constantly on your key priorities so they know what’s most important
✓ Clarify your expectations by specifying how much time and effort you want people to invest
✓ Give your team members the support they need to leverage you better
✓ Tell your team when you’re just brainstorming so they’ll know whether to take action
✓ Let others learn and grow
✓ Be clear about your team’s level of authority
Don’t:  
- Expect people to read your mind  
- Be guilty of giving “drive by delegations”  
- Underestimating the time it takes to do things  
- Micromanage  
- Underestimate your team’s capabilities
TODAY WE COVERED

- Defining delegating
- Identifying benefits and barriers of delegating
- Discussing delegating with IDEALS
- Understanding elements of delegating
- Influencing through delegating