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Agenda

- Work through the impediments to change.
- Learn what you should/should not delegate.
- Understand how to delegate effectively.
- Implement accountability measures for staff.



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#1 Benefit of Delegation

Find more time to do the things you enjoy.



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The 3 T's for Effective Delegation

1. Trust
2. Talent
3. Time



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3 Excuses for NOT Delegating

1. You feel you can do the job better yourself (trust).
2. You feel like you'll have to redo someone else's work (talent).
3. There's not enough time to train someone else to do the job (time).



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Let's Talk About Trust

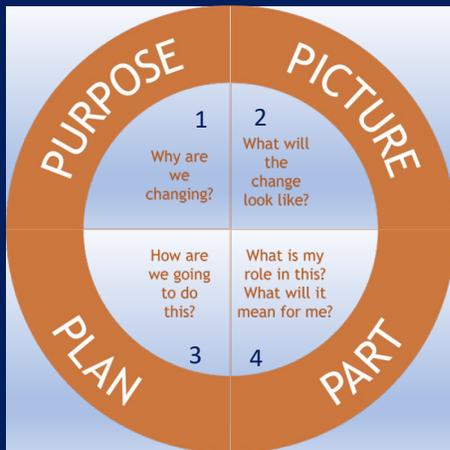


Dimensions of Trust: The Three Cs®



Source:
Why Trust Is Critical to Team Success
 Dennis Reina, PhD, Michelle Reina, PhD, David Hudnut, MIA

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Do we have the **right** mix of skills?



Source: Wm Bridges,
Managing Change

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Are you using
your **time**
effectively?

	Urgent	Not Urgent
Important	1) We spend our time on: <ul style="list-style-type: none"> • Crises • Pressing problems • Deadline-driven projects, meetings, preparations (25%-30% of our time is spent here)	2) We spend our time on: <ul style="list-style-type: none"> • Preparation • Prevention • Values clarification • Planning • Relationship building • Needed relaxation • Empowerment (10%-15% of our time is spent here)
Not Important	3) We spend our time on: <ul style="list-style-type: none"> • Needless interruptions • Unnecessary reports • Unimportant meetings, phone calls, mail • Other people's minor issues 	4) We spend our time on: <ul style="list-style-type: none"> • Trivia, busywork • Some phone calls • Time wasters • "Escape" activities • Irrelevant mail • Excessive TV watching • Excessive relaxation (55%-60% of our time is spent here)



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Self Examination

1. In what ways can you reduce the amount of time you spend in quadrants 1, 3 and 4 and redirect them to quadrant 2?
2. To what extent, can you delegate work in quadrants 1, 3 and 4?
3. Next, ask yourself is it that you can't or that you won't?



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Ahhh, but the impediments to change...

- Complacency.
- Blurred or missing vision.
- Permitting obstacles and roadblocks to thwart efforts.
- Not creating or celebrating short-term wins
- Neglecting the value of anchoring new behaviors.
- Lack of accountability.



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9 Delegation Techniques

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1. Take an objective look at your workload.

BENEFIT

Identify low-level activities that are eating up your time. Gain valuable time to focus on quadrant 2 activities.



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2. Determine where your contribution is most needed.

BENEFIT

Your No. 1 job is to lead. By stepping back and letting others who are better equipped to manage certain areas take some of the load, you're making your life easier and improving your business' performance.



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3. Identify the best people in the organization.

BENEFIT

Your business will profit from diverse, complementary expertise.



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4. Train. Coach. Empower. Trust.

BENEFIT

When employees feel they are making a contribution to the vision, it motivates them and increases their productivity.



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5. Share your business strategy and vision with employees.

BENEFIT

Obtain access to an excellent source of fresh, innovative ideas.



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6. Develop repeatable processes.

BENEFIT

You don't have to be there for things to get done. A process-driven business is also easier to sell if that time comes.



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7. Focus on results...without dead bodies.

BENEFIT

You might be surprised. Having always done something in a certain way doesn't necessarily mean it's the best or ONLY way.



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8. Follow-up without micromanaging.

BENEFIT

You are on top of your business and ready to provide advice and feedback to employees.



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9. Encourage your direct reports to delegate.

BENEFIT

Now you're creating a healthy, professional business structure that will allow you to scale your company.



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Time Management Tips

- Create a daily plan.
- Assign time limits to complete each task.
- Use a calendar – stick to it.
- Desk or digital organizers are useful.
- Plot deadlines.
- Batch similar tasks together.



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Time Management Tips

- Learn to say “no”.
- Hourglass is a useful and fun way to keep yourself and others focused and more time conscious.
- Block distractions.
- Prioritize.
- Calendar buffers to give yourself breathing room.
- Have shorter meetings.
- Give more work away.



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Other Delegation Techniques

- Use volunteers for “lightweight” assignments.
- Use committees as an alternative.



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7 Anchoring and Accountability Measures

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1. Key Accountability Questions

Ask employees when delegating:

- “how will you hold yourself accountable?”
- “what are the potential obstacles you think you will face in completing this task?”
- “how will you work through any roadblocks or obstacles?”
- “how can I support your success?”



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2. Keep Your Word

Follow up on expectations when
you say you're going to.



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3. Be Consistent

Accountability requires consistency -- don't
enforce it at one time but then not another.



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4. Hold people accountable for both actions and results.

For example, if someone says they are going to make calls, then those calls are “actions”. If they make calls and close sales, then those are results. You’re tracking for actions and results.



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5. Expectations are NOT Negotiable

When your standards slip, then so will performance.



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6. Put Expectations in Writing

Get them to send you a memo or email indicating the action, expected results, and related timeline. Discuss how this will be addressed in their performance goals.



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7. If they fail, there **MUST** be consequences.

If you don't hold people accountable for keeping performance standards, then you'll find you're not getting the results you need. Plus, you lose leadership credibility.



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A Delegation Tool

Task/Responsibility	Can this be delegated?	If yes, to whom?	Accountability?



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Thank you!

What questions do you have for me?

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