

Keys to Effective Delegating

Association of Information Technology Professionals (AITP)
DC chapter



Presented by Bill Collins
FocalPoint Coaching of Northern Virginia
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Bill Collins



- Certified Business Coach
- MBA with 30+ years of professional experience
- Certified Fellow in Production & Inventory Management (CFPIM)
- Project Management Professional (PMP)
- Supports businesses and teams to maximize profitability
- Provides accountability and discipline leading to clarity, effectiveness, growth and leadership



Most Powerful Tool in Time Management

Number ONE is

NO!

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The 2nd Most Powerful Time Management Tool

Delegation



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1. Focus on High Value Activities

- Pareto Principle = 80/20 Rule

80% of the results you achieve are created by 20% of your efforts or activity

example: 20% of your marketing initiatives will yield 80% of your results

- Hourly Rate = Value of Time

activities have different values

example: "Would I pay \$100/hour to do this?"

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2. Do What You Do Best ... Delegate the Rest

What are the things that you and only you can do?

Don't: say "Everything"

Do: what you do well

Don't: do activities
below your hourly rate



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3. Delegate Based on Demonstrated Competence

Can the person do the job?

- **Remember:** can they do the job, **not** can they do it as well as you can
- Be patient and let them become competent
- Balance your interest with the interest of the employee (Individuals want to show value)



4. Define the Task Clearly

- REALLY focus on the WHY
- Set clear expectations
- Communicate with clarity
- Focus on intended results and outcomes
- Lock in understanding



7. Agree on Resources

- Insure appropriate resources and tools are available for efficient and effective execution
- Define and get agreement during planning stage



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8. Agree on Consequences

- Both positive and negative
- Meaningful
- Motivating
- Reward for good results
- Follow-up on agreement



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9. Put It In Writing

Converts understanding to **COMMITMENT**

- Service Level Agreement (SLA's)
- Lock in agreement:
 - Communication
 - Understanding
 - Expectation



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10. Inspect What You Expect

Delegation is not the same as **Abdication**

- Monitor and measure progress
- Catch and fix problems before they become serious



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The 11th Principle

Adjust management style based on Task Relevant Maturity



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Task Relevant Maturity

Balance resource competence and experience with task difficulty



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3 Levels of Task Relevant Maturity

Low: individual has **little experience**

Medium: individual has **some experience**; judgment and knowledge is developing

High: individual has **a lot of experience**, bordering on being a subject matter expert; trust has been established



Low Task Relevant Maturity

Use **Directive** style of delegation:

- **Fully explain the task**, intended outcome, and required resources
- Provide the **steps**
- Employee **clarifies understanding**
- Employee **documents task** understanding
- Monitor **progress**, provide **feedback**
- Stop and Re-assess

Objective: confident, competent, effective employee



Medium Task Relevant Maturity

Use **Management by Objective** style of delegation:

- **Clearly explain** goals and objective of the task
- Employee **provides plan**
- **Review plan**, establish consensus
- Employee **documents task** understanding
- Employee **executes plan**
- Monitor **progress**, provide **feedback**
- Stop and Re-assess
- Employee **provides modifications** for next time

Objective: confident, competent and effective employee



High Task Relevant Maturity

Use **Leadership** style of delegation:

- **Clarify objective**, outcome
- Employee is **accountable**
- Grant employee **authority**
- Employee **documents task** understanding
- Step Aside
- Stop and Re-assess
- Employee **provides modifications** for next time

Objective: independent employee



The 2nd Most Powerful Time Management Tool

Delegation

- Explain the WHY
- Set expectation
- Get agreement
- Measure results against expectations
- Close gaps
- Provide feedback



Questions and Take-Aways

For YOU to realize benefit from this workshop:

1. Commit to action (knowledge vs. applied knowledge)
2. What was your key take-away?
3. How will you apply it?
4. What one task will you commit to delegate right now?



Exclusive Offer

Complimentary 1 hour:

“Boost Your Productivity” Delegation Diagnostic Session

Once you have completed this session you will have a clear understanding of:

- Which activities to delegate
- How to delegate
- How to leverage your resources
- Focusing your time and effort on the most valuable activities



THANK YOU ALL!

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