

views you can use

Leadership, Motivation & Productivity - By Linda & Tery Tennant



Delegation: The Effective Way to Multi-Task

Getting things done through others has always been management's most important responsibility, but a very common thing we see in business is the lack of effective delegation. Sometimes people rise through the ranks and even head their own company without being aware of how poor delegation is severely impacting their world.

Delegation frequently gets a bad name, because the boss "dumps" the unwanted task in someone's lap, doesn't explain why, and doesn't provide training or effective follow-up and coaching. Delegating correctly, however, is very freeing for everyone and is the effective way for a leader to multi-task.

DELEGATION SUCCESS STORY

When my partner, Tery, was in the corporate world, he managed four departments in a 24/7 business. He often worked seven days - seventy-plus hours a week. Within a few months, by taking the right actions, the operation ran better; his people were happier while he cut his time in half. Various performance measurements improved dramatically and Tery even asked to take on another department! How was this accomplished? Much of this remarkable improvement was due to implementing a plan of proper delegation.

Tery started by reviewing everything he was doing. He did an analysis to see where his time was spent and then met

with his boss. They prioritized all the recurring tasks, and listed the things that mattered most to his position (high payoff activities). They decided several things could be streamlined, eliminated or delegated.

Tery determined which tasks someone else could do better, faster, cheaper, or for their development. Some tasks showed an obvious need for delegation, while others should be delegated purely for his people's growth. In almost all cases, the people receiving the task required training, which he provided. Once the plan was implemented, great results started occurring almost immediately.

YOUR DELEGATION ATTITUDES

Are there things you are currently doing that others in your organization can and should do? If so, the first step in letting go is to identify beliefs and attitudes toward delegation that may be holding you and your people back.

Perfectionism is a big one - do you think you have to do it all yourself, and that nobody can do it better? Do you feel you don't have the time to train others or that it's just easier to do yourself? Do you feel guilty for delegating certain things? If so, you'll need to change these beliefs or you will be doing the same tasks years from now!

Continuing to do tasks yourself that others can or should do will keep you from handling your priority items, which

holds the entire organization back.

TIPS FOR EFFECTIVE DELEGATION

- Determine what things are most important for you to do personally - these are your High Payoff Activities.
- Look at everything else you do. Identify what can be eliminated, delegated or streamlined - including pieces of your High Payoff Activities.
- Determine who would be the best person to receive each delegated task.
- Put together a training and follow-up plan to effectively transfer the task.
- Get with the person receiving the task. Explain the benefits to them, ask for their feedback and buy in.
- Allow time for the person to ease into the task and for you both to get used to the new routine. It doesn't happen overnight.

More than just about anything else, a leader's ability to successfully delegate will determine how effectively he or she develops as a leader. Another huge benefit is that through delegation, a leader also develops other team members. Delegation is absolutely critical for growth. ■

Linda Tennant is President of Attainment, Inc., a franchise of 40-year-old Leadership Management Inc. (LMI). Using a proven Behavior Change Process, Attainment helps leaders improve in the areas of leadership, productivity, communication, teambuilding, coaching and sales. Listen weekly to "Attainment with Attitude" on the John Adam Show, KXAM1310, Tuesday at 7:40 p.m.