DELEGATING SMARTLY

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PURPOSE

To help you use delegation as a powerful tool for achieving results and developing team members.

GOALS

• Identify your delegation strengths and target areas for improvement
• Choose the right work and the right person to delegate it to
• Use a model for successful delegation
DELEGATION ASSESSMENT

Rate each delegation statement
1 – Rarely  3 – Often
2 – Sometimes  4 – Always

Tally your total number of points

Based on the assessment, what are 2 areas of delegation that you would like to strengthen?

DELEGATION DEFINED

Sharing authority and work with others in order to accomplish organizational goals and help team members improve their skills

WHAT DELEGATION...

IS...
- Sharing work
- Sharing authority
- Developing team member’s skills

IS NOT...
- Abdicating all responsibility
- Assigning work and forgetting about it
- Dumping undesirable tasks
DELEGATION DISCUSSION

- What are the benefits of delegating?
- Why don’t leaders delegate?

DELEGATION AND THE LIFE CYCLE OF INDIVIDUAL DEVELOPMENT

EXPECTATIONS AND TRAINING
“I’m willing to try, but I need to know what to do and will want your close support.”

PERFORMANCE WITH SUPPORT
“I welcome this new assignment, but I’ll need to come to you from time to time for your feedback and guidance.”

INDEPENDENT PERFORMANCE
“I can do this job you want, and I’ll report back as I make progress.”

HIGH PERFORMANCE
“I welcome tasks that challenge me and push my skills to the highest level.”

DECIDING WHAT TO DELEGATE

Two Critical Questions:
1. What tasks represent the most strategic and important aspects of my job?
2. What tasks provide my staff opportunity for development?
MY DELEGATION OPPORTUNITIES

Identify:
• 3 to 5 tasks that you can delegate
• To whom you will delegate these tasks
• At what life cycle stage you will delegate these tasks
• How much of the task you will delegate

COMMUNICATING THE DELEGATION

1. Explain
2. Involve
3. Commit

DELEGATION PLANNING WORKSHEET

Part 1:
• Select 1 of the delegations you listed
• Plan this delegation by completing the worksheet

Part 2:
• Share your strategy with a partner and receive feedback
FOLLOW-UP

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<thead>
<tr>
<th>DO’S...</th>
<th>DON’T’S...</th>
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<tbody>
<tr>
<td>Establish check-in points</td>
<td>Resist interfering</td>
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<td>Track progress</td>
<td>Don’t solve problems yourself</td>
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<td>Respect the team member’s methods</td>
<td>Don’t let the person delegate work back to you</td>
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<td>Ask to be told about problems before they mushroom</td>
<td>Don’t take back the delegation except when failure cannot be tolerated</td>
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<td>Provide feedback and coaching as needed</td>
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“The conventional definition of management is getting work done through people, but real management is developing people through work.”

– Agha Abedi, Founder, Bank of Credit and Commerce International

Thank You!