



DELEGATION

Give it Up

PEOPLE CENTRIC
CONSULTING GROUP®

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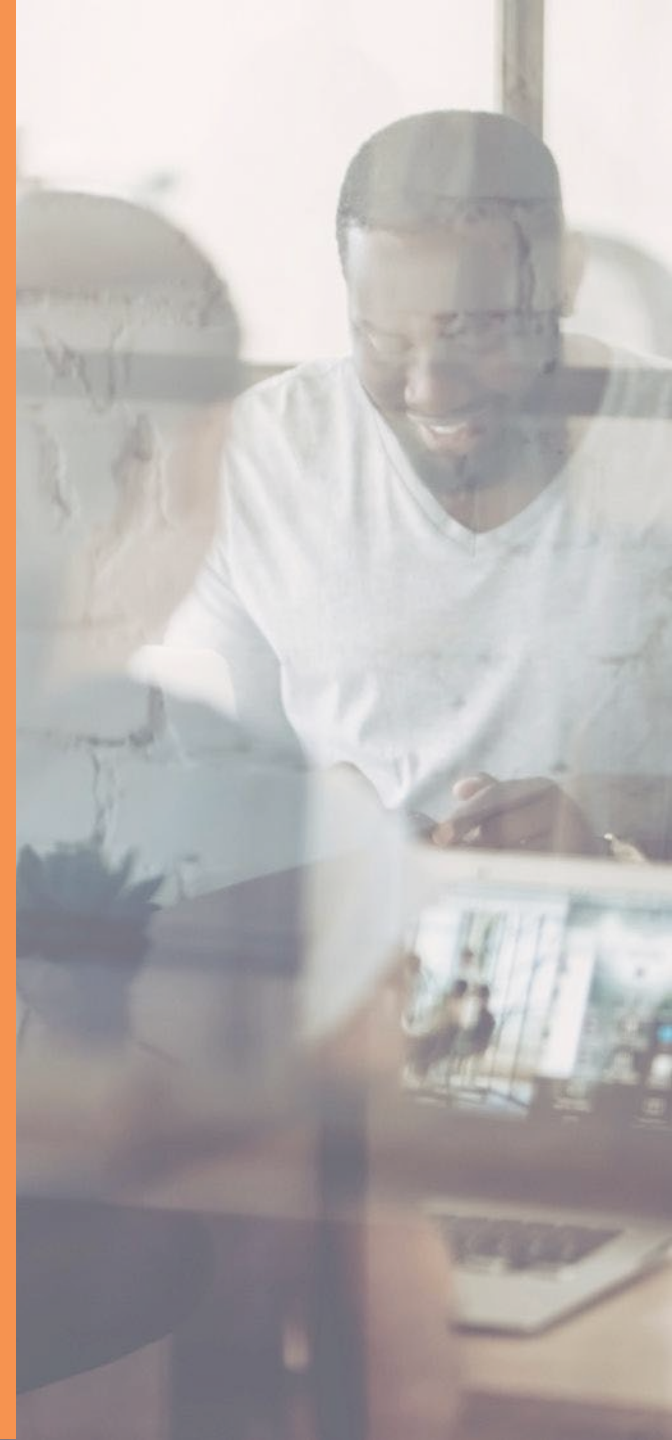


MANAGEMENT

Develop and challenge your people
while holding them accountable

TODAY'S AGENDA

- Why We Don't Delegate
- How to Delegate
- Understanding Your Team
- Takeaways / Your Plan



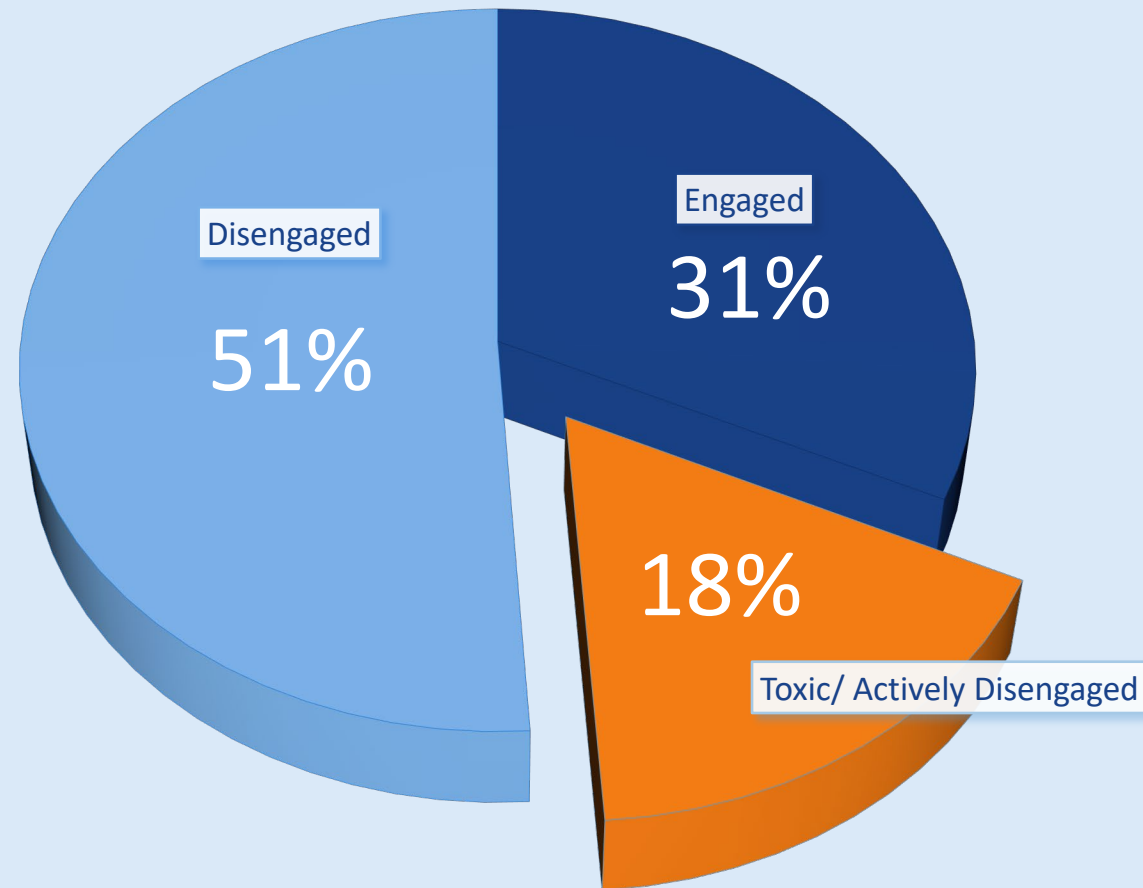
DELEGATION SCIENCE

Only 30% of managers think they can delegate effectively. Of those, only 1 in 3 are regarded as effective by their team. **1 in 10** managers are effective delegators.

DELEGATION ENGINEERING

If only 1 in 10 are effective, how do we use this science to engineer better delegation systems and procedures?

EMPLOYEE ENGAGEMENT IN THE U.S.





BARRIERS TO DELEGATION

Why We Don't Delegate More

WHY DON'T YOU DELEGATE MORE?

DISCUSSION:

Where do you struggle
delegating?

Where do you succeed
in delegating?



WHY DON'T YOU DELEGATE MORE?

- ☐ Time / Easier to do it myself
- ☐ They can't do it or might not be able to do it
- ☐ I'm responsible for the outcome / I don't trust them
- ☐ It's my job! I've got the title and it's on me
- ☐ I don't want to delegate myself out of a job / I like to be needed



WHY DON'T YOU DELEGATE MORE?

ROOT CAUSES

Let's start by looking at each common reason we don't delegate and see which apply to you.



BARRIERS TO DELEGATION

Time – No Time

Training – Not Trained

Trust – No Trust

Title – It's My Job

Tenure – Job Security



A blurred background image showing a group of people in a meeting or collaborative work environment. The image is split horizontally by a dark blue band containing the text. The top half shows the upper bodies and faces of several people, while the bottom half shows their hands and arms, suggesting active participation in a discussion or task.

BARRIER: TIME

BARRIERS TO DELEGATION: TIME

Time is a real issue!

We are all busy.

Let's play a game.



Multitasking is worse than a lie



GAME

M	
1	

GAME

M	U	
1	2	

BARRIERS TO DELEGATION: TIME

PUNCH LINE

There is a difference between feeling productive and being productive. Sometimes doing **less** means doing **more**.



BARRIERS TO DELEGATION: TIME

If the opportunity is to do less, then let's look at the things we do. Let's do an exercise.



BARRIERS TO DELEGATION: TIME

- 1) Make a short list of how you spend most of your time at work (5-8 top tasks).



BARRIERS TO DELEGATION: TIME

2) Rate each task by how well the task fits you.

4 = I'm extremely good at it

3 = I'm pretty good at it

2 = I can get by doing it

1 = I'm terrible at it or this is a waste of my time



BARRIERS TO DELEGATION: TIME

3) Put a check next to items that you can delegate to someone else on your team (with training and with the right person)



BARRIERS TO DELEGATION: TIME

4) If you had more time at work, what things would you do instead?



BARRIERS TO DELEGATION: TIME

- 1) Make a short list of how you spend most of your time at work.
- 2) Rate each task on how well you do this task (4 = I'm awesome, etc.)
- 3) Put a check by the things that others on your team could do if you trained them to do it.
- 4) Make a list of other things you would do if you had more time.



BARRIERS TO DELEGATION: TIME

DISCUSSION

What did you learn?

What are you missing?

Are there opportunities
to get more of your
time?



A blurred background image showing a group of people in a meeting or training session. The image is out of focus, with people's hands and arms visible, suggesting an active discussion or collaborative work environment. The lighting is bright and natural, creating a professional yet approachable atmosphere.

BARRIER: TRAINING

BARRIERS TO DELEGATION: TRAINING

Training is a real issue!
Why don't your people
know how to do things?





BARRIERS TO DELEGATION: TRAINING

Proper Onboarding:
“Dig your well before
you need it.”





BARRIERS TO DELEGATION: TRAINING

Proper Training:
Do you have a clear list
of qualifications and
standards?





BARRIERS TO DELEGATION: TRAINING

Clear Processes:
Do you have clearly
defined, written
processes?





BARRIERS TO DELEGATION: TRAINING

Accountability:
Do you have the right
people?



BARRIERS TO DELEGATION: TRAINING

Why Can't Someone Else Do It?

- Not trained yet (time)
- No clear process
- Wrong person
- They could... you just don't think they can

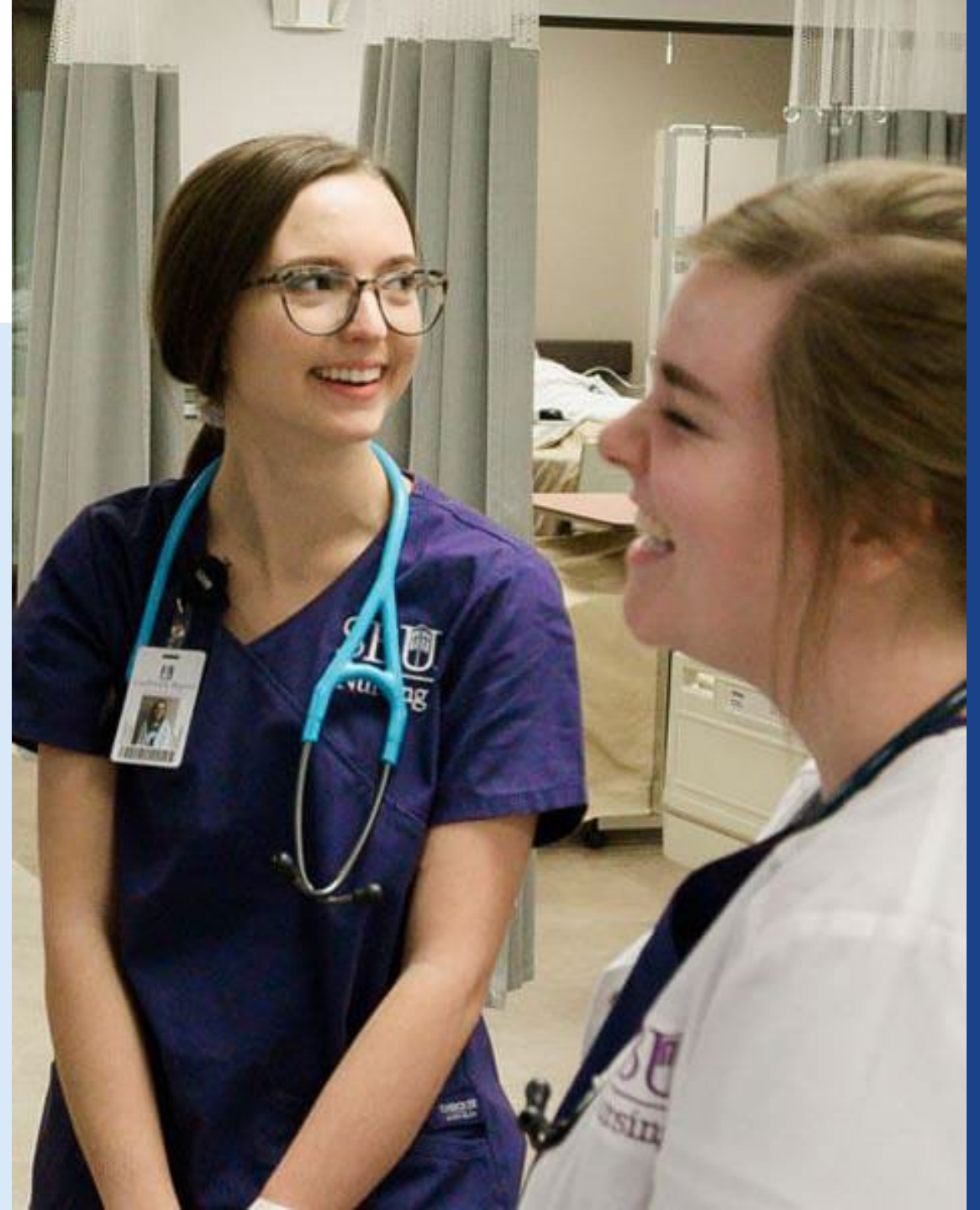




BARRIER: TRUST

BARRIERS TO DELEGATION: TRUST

Trust is a real issue!
Why don't you trust
your team?

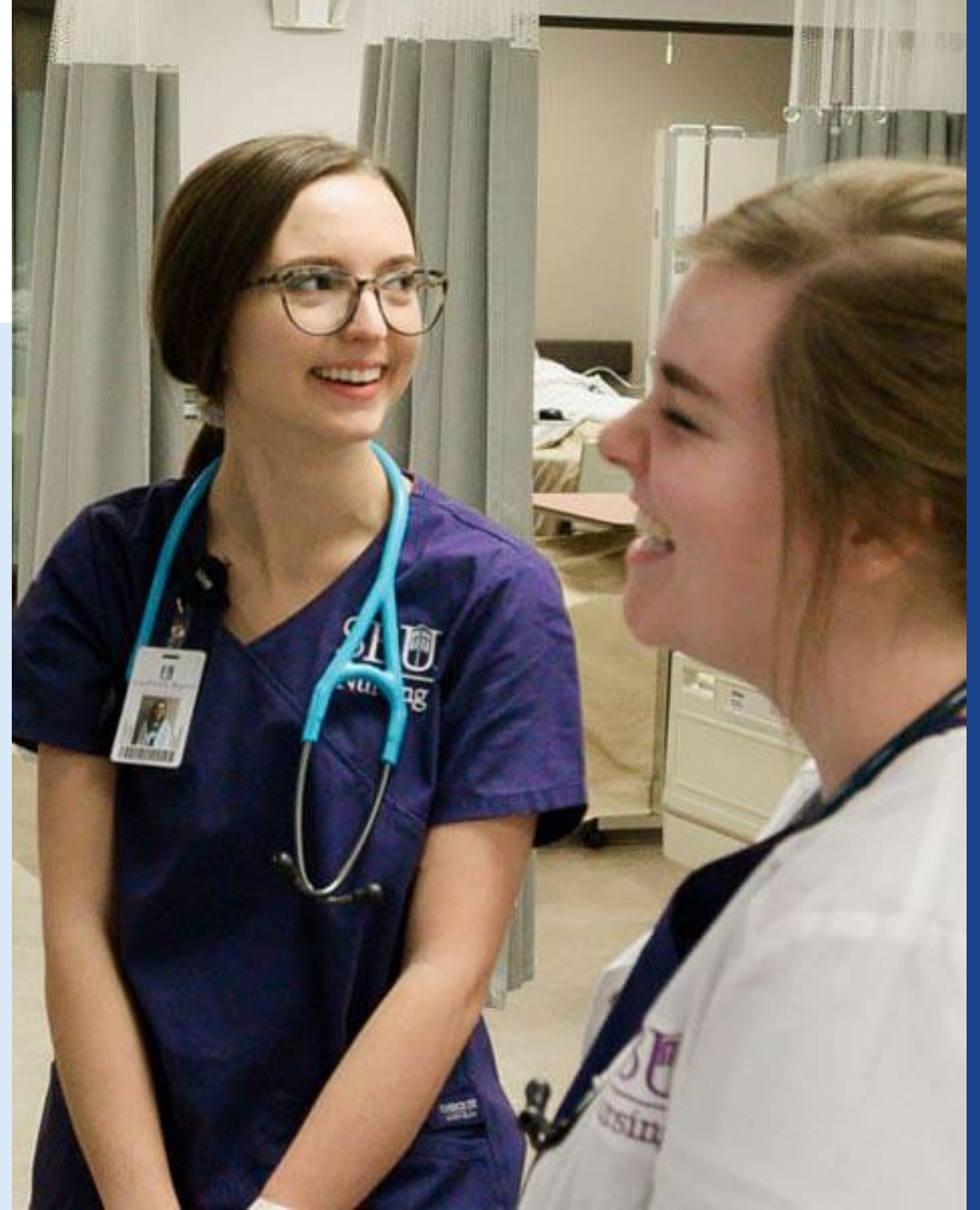




BARRIERS TO DELEGATION: TRUST

STORY

“If this is done wrong,
someone could go to
jail!”

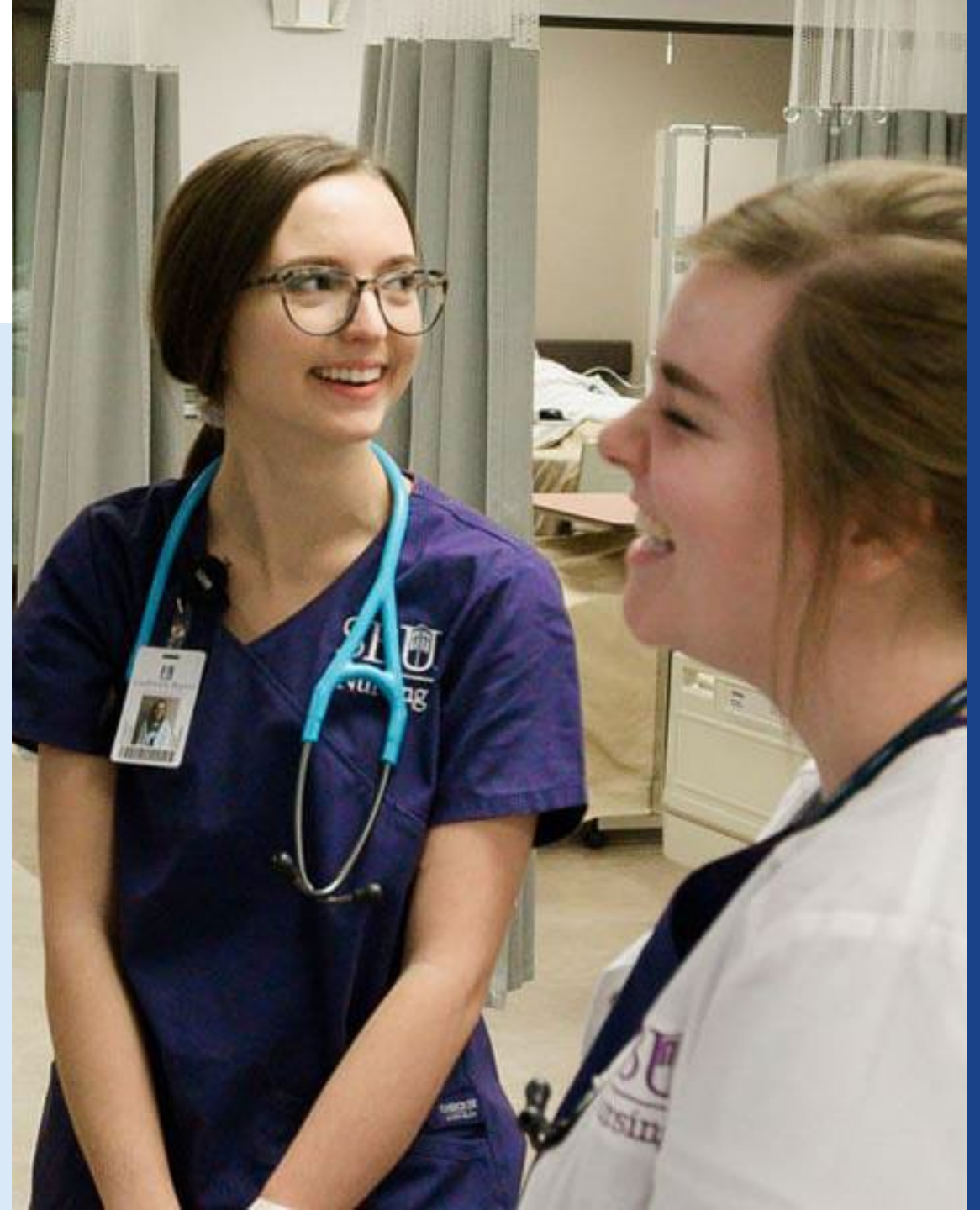




BARRIERS TO DELEGATION: TRUST

The Sucker's Choice:
Uncomfortable
decisions make us think
in two extremes.

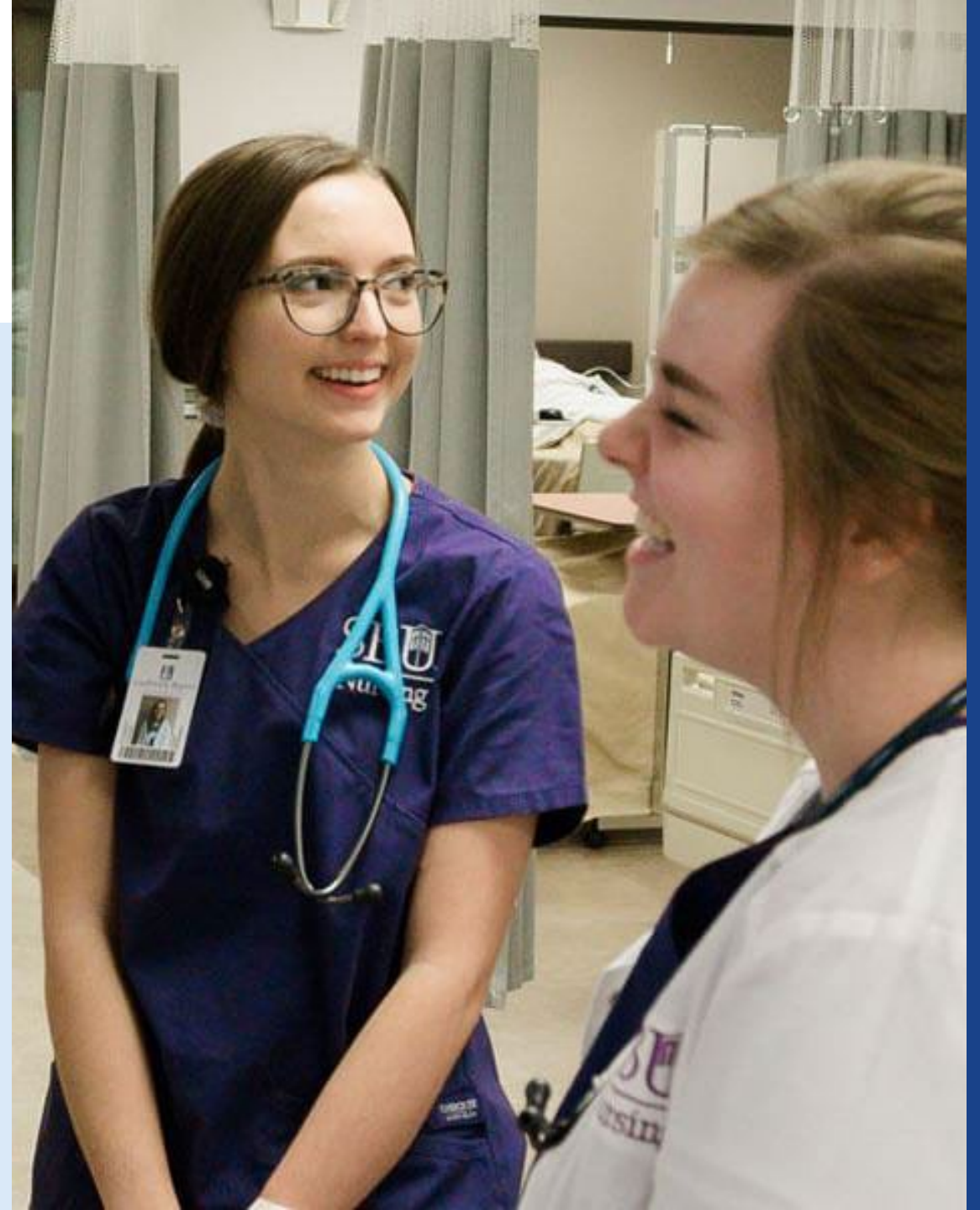
Jail or I do this
forever...





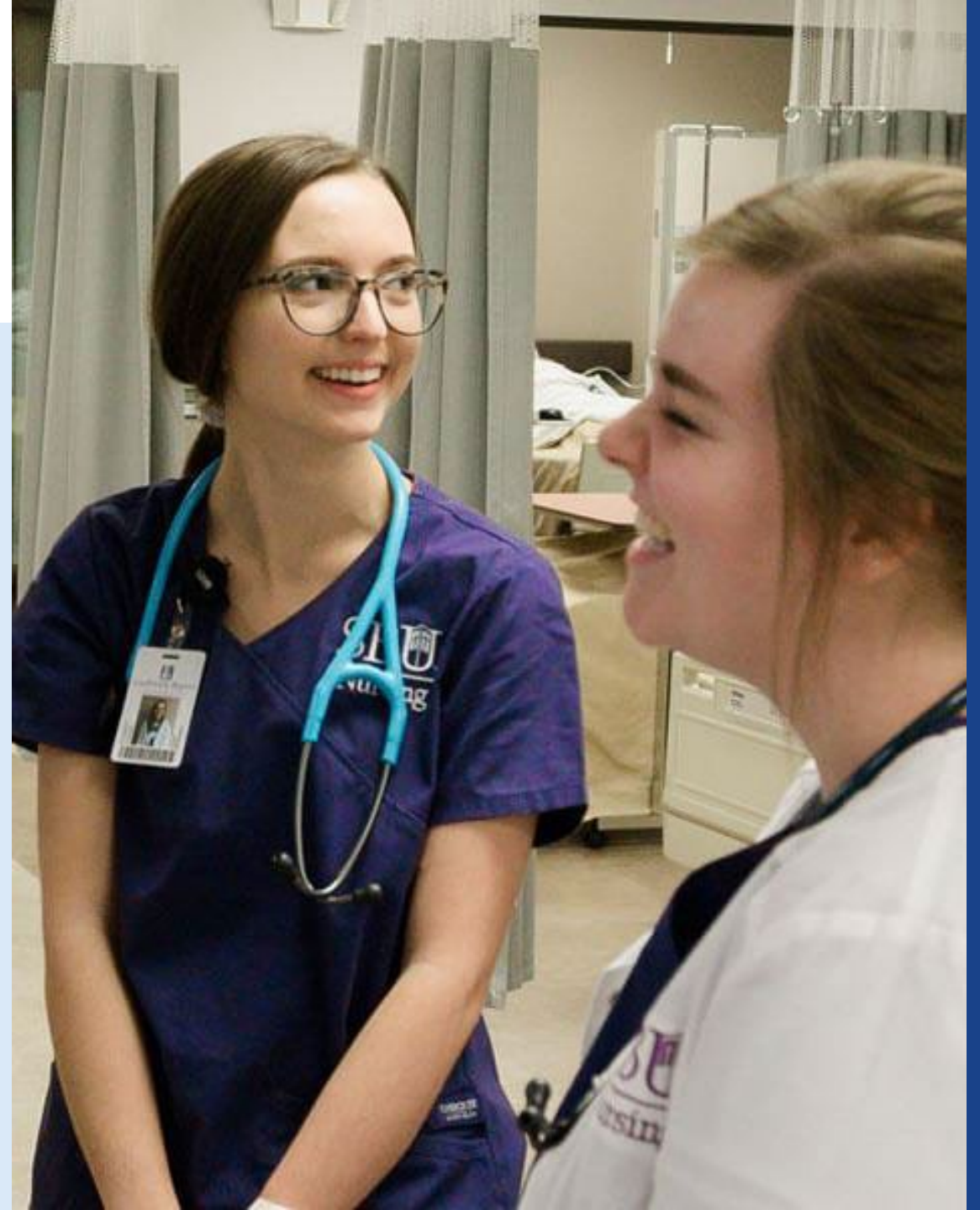
BARRIERS TO DELEGATION: TRUST

- Are mistakes acceptable?
- What mistakes are OK?
- What mistakes are not OK?
- How can you mitigate the impact of mistakes?



BARRIERS TO DELEGATION: TRUST

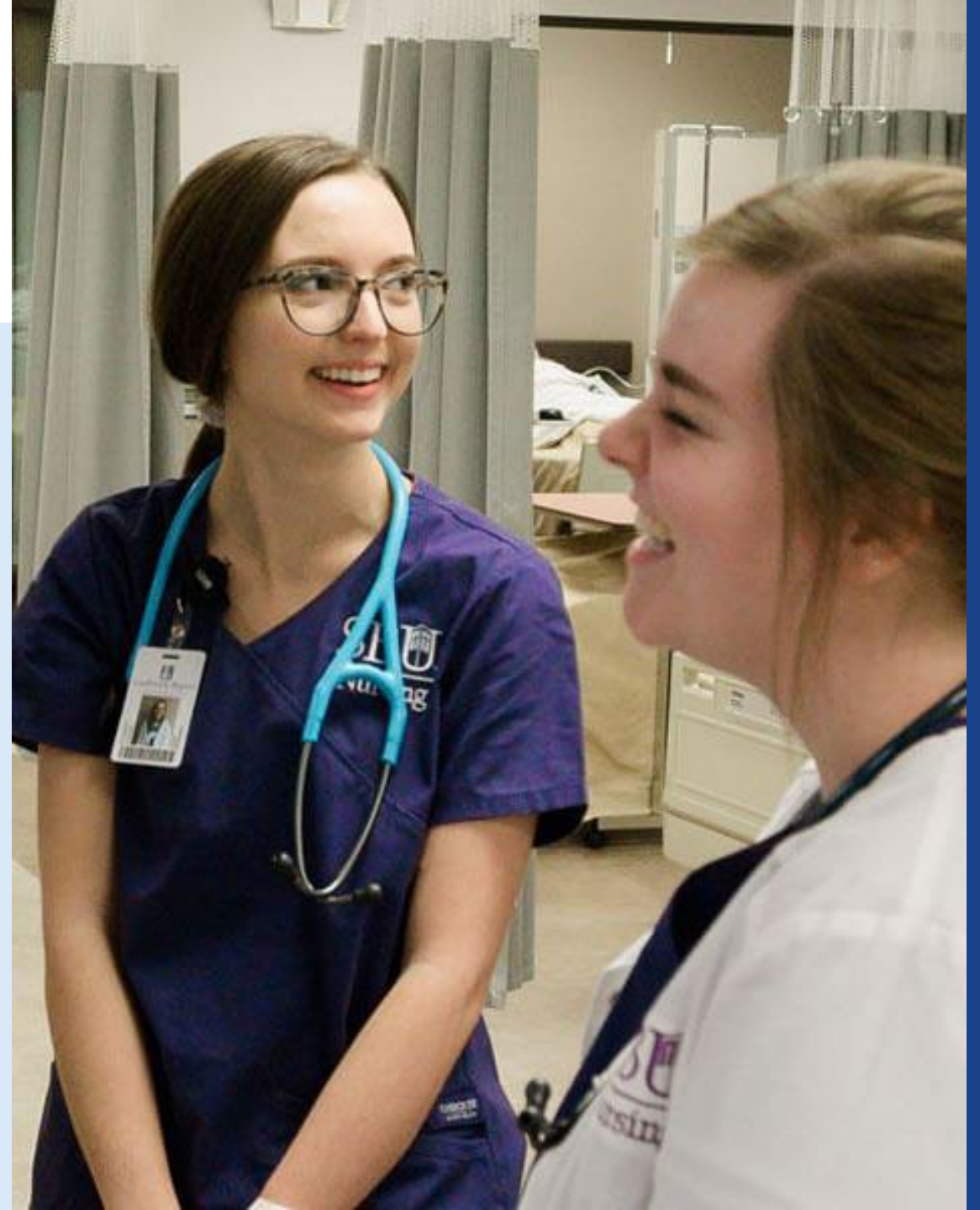
Is the “Trust” problem
you or your team?



BARRIERS TO DELEGATION: TRUST

HARD TRUTH

Sometimes this is an
ego issue!





BARRIER: TITLE

BARRIERS TO DELEGATION: TITLE

Harry Truman used to have this sign on his desk...



BARRIERS TO DELEGATION: TITLE

DISCUSSION

Yes, you are responsible, but does that mean **YOU** have to do it?



BARRIERS TO DELEGATION: TITLE

What is your job as a
“Manager”?

Is it good to be a “working
manager”?

Is it OK to be hands-on?

When is it not OK?

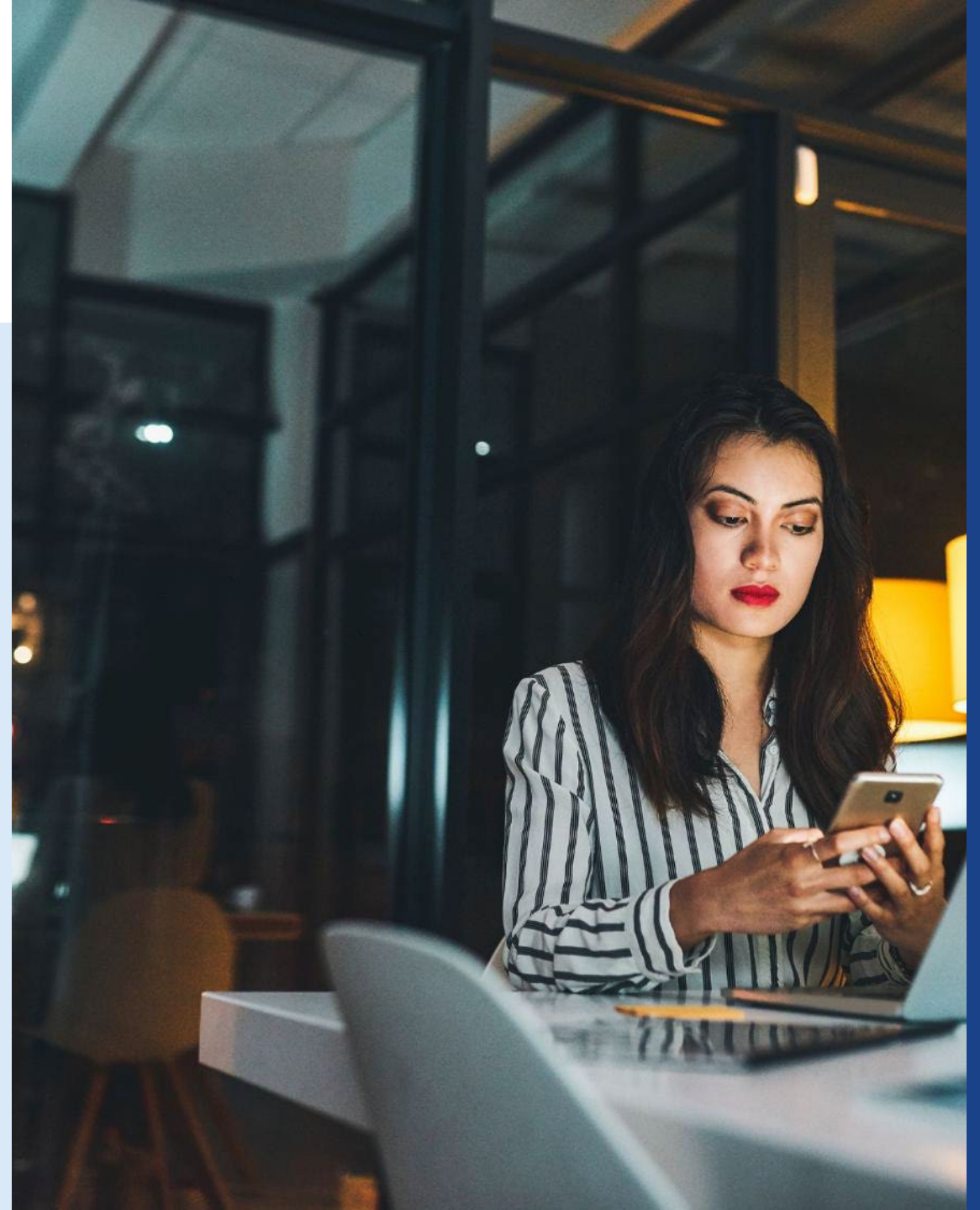


A blurred background image showing a group of people in a meeting or collaborative setting. The image is out of focus, emphasizing the text overlay.

BARRIER: TENURE

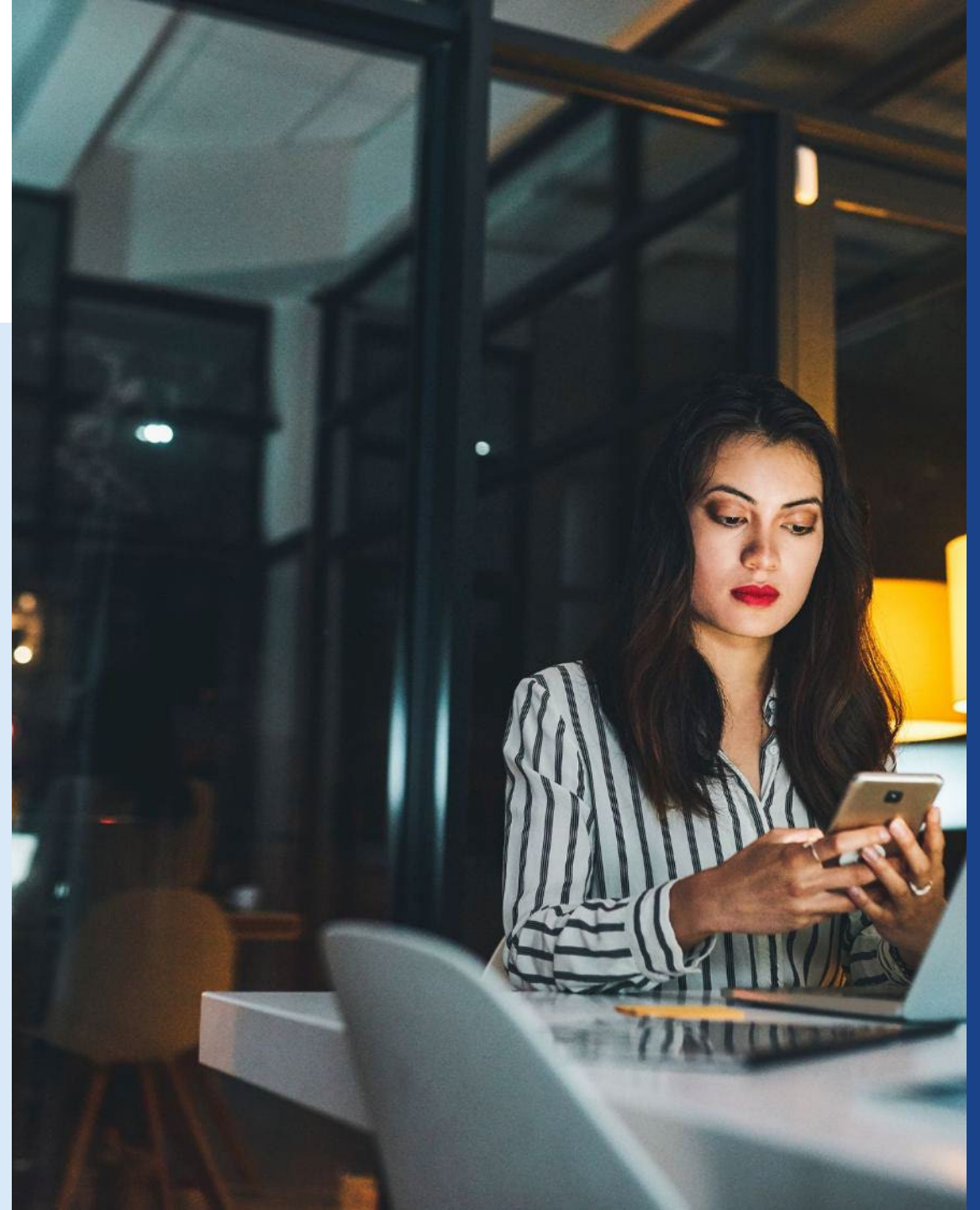
BARRIERS TO DELEGATION: TENURE

Is your job safer when you are the only one who can do something?



BARRIERS TO DELEGATION: TENURE

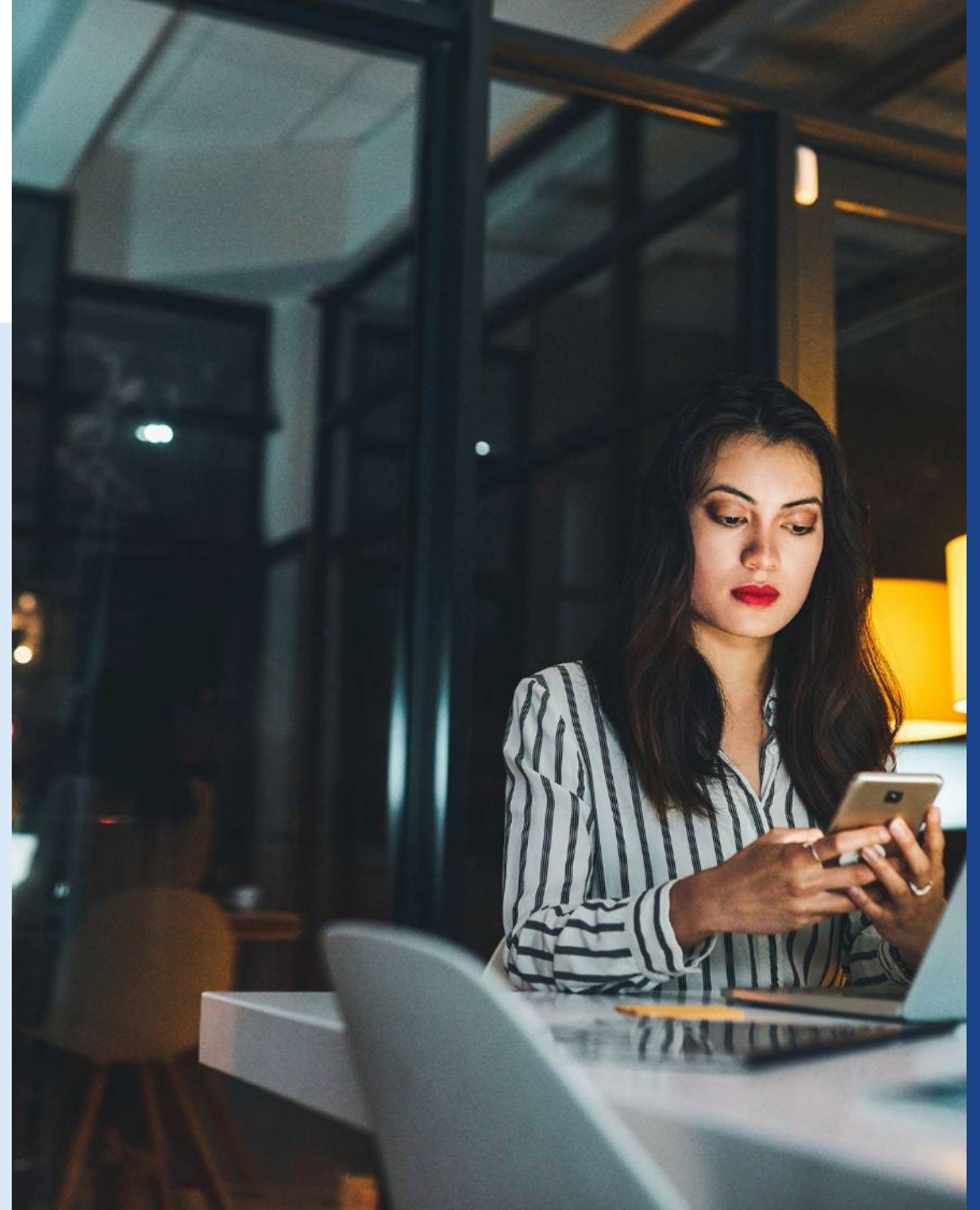
Let's be real:
It's nice to be needed.



BARRIERS TO DELEGATION: TENURE

HARD TRUTH

Hoarding knowledge will
limit your future.



BARRIERS TO DELEGATION

Let's make a case for
delegation



CASE FOR DELEGATION

A 2014 Gallup study looked at CEOs who were good at delegating versus those who were moderate or poor.



CASE FOR DELEGATION

In high delegation CEO-led companies:

- More likely to grow and grow faster
- 33% more revenue
- 24% more jobs created



CASE FOR DELEGATION

75% of executives
struggle with
delegation



WHAT DELEGATORS DO DIFFERENTLY

- ✓ Know they can't do it all themselves
- ✓ Develop team capacity using a strengths approach
- ✓ Ensure employees have what they need
- ✓ Focus on outcomes, not processes
- ✓ Encourage new ideas and approaches to accomplishing goals
- ✓ Communicate frequently with employees



CASE FOR DELEGATION

As you move up the
“ladder”, you need to
delegate more...



CASE FOR DELEGATION

DISCUSSION

What is the difference
between these levels?

Supervisor

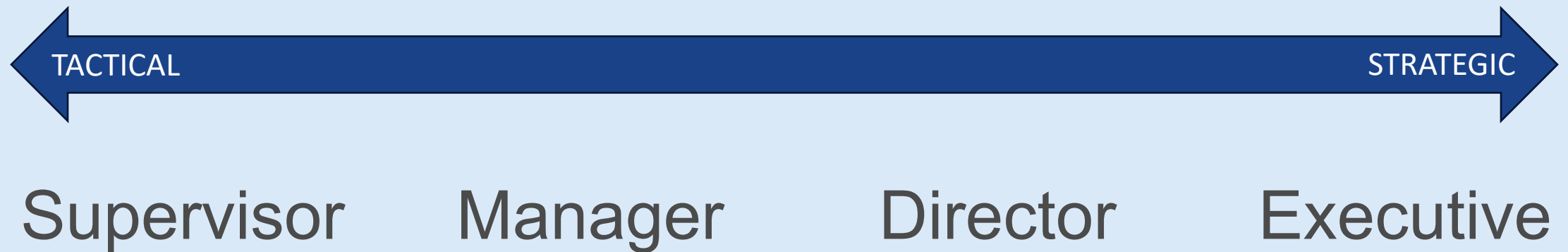
Manager

Director

Executive



DIFFERENCES IN LEVELS



CASE FOR DELEGATION

When an executive
can't delegate, they
**don't spend enough
time on strategy,**
which impacts the
organization.



CASE FOR DELEGATION

PUNCH LINE

Delegation is a key
skillset for managers





HOW TO DELEGATE

Best Practices for Delegation

EXERCISE

Who wants to make a
paper airplane?





WHYS VS. WHATS

WHY VS. WHAT

The “Whys” are always important, but only some “Whats” are important.



WHY VS. WHAT

Name some of the
“Whats”



WHY VS. WHAT

Which “Whats” are
“thou shalt”



WHY VS. WHAT

What are some of the
“Whys”?



WHY VS. WHAT

Do you include the
“Why” in your
training?





ADULT LEARNING THEORY

HOW ADULTS LEARN

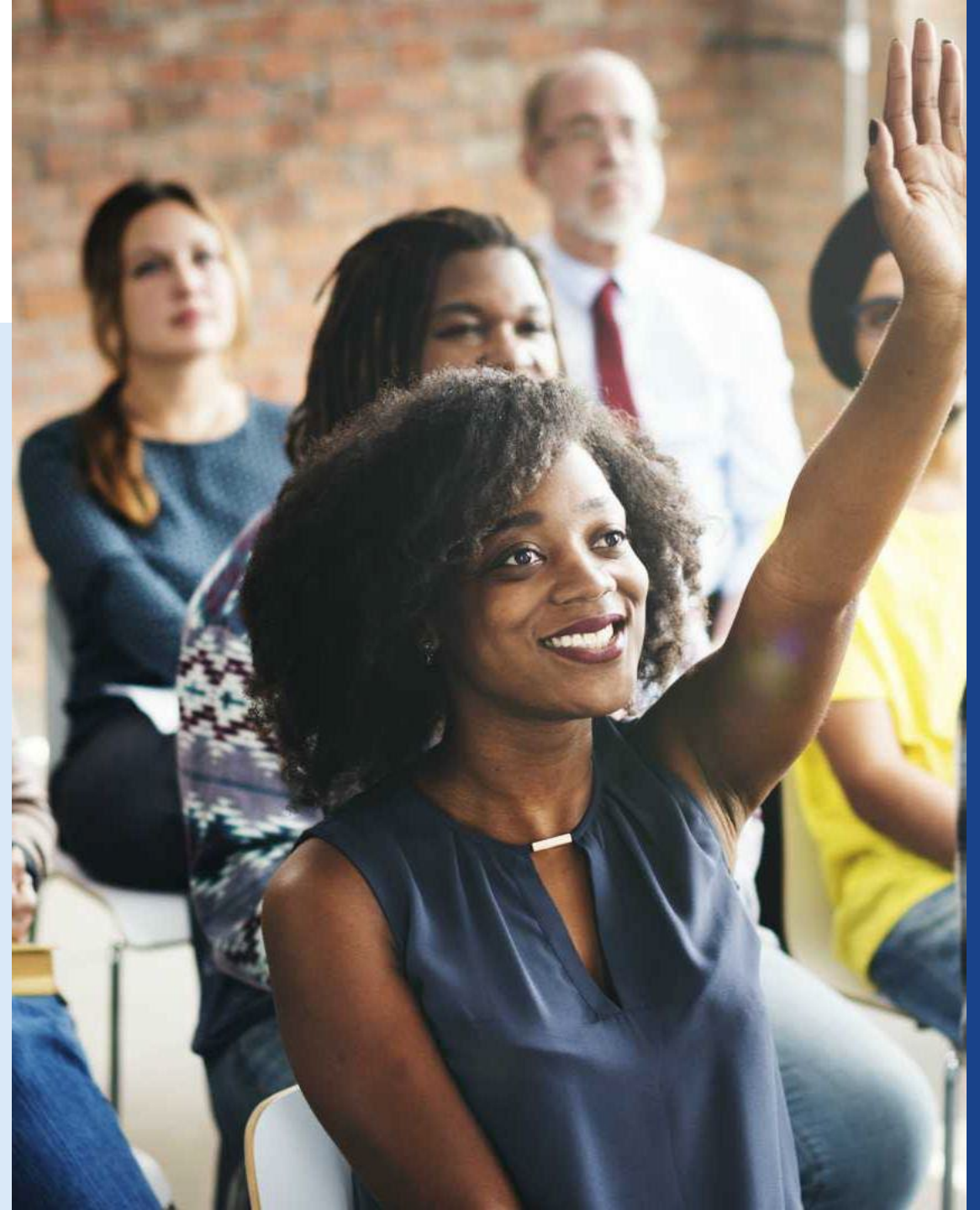
Adults don't learn the
same way that
children do.



HOW ADULTS LEARN

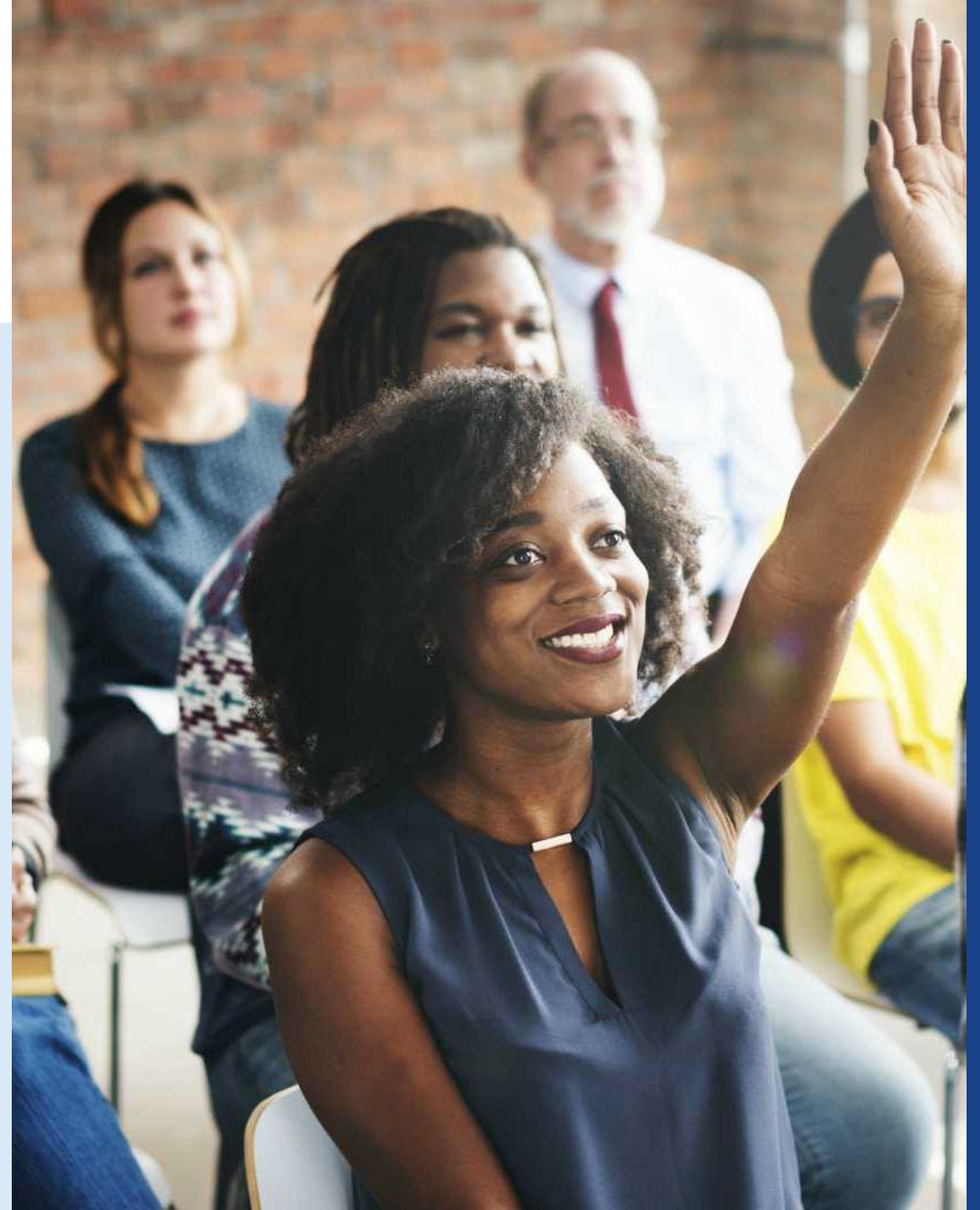
Adult Learning Theory

1. Self Directed / Autonomous
2. Utilizes Knowledge / Experience
3. Goal Oriented
4. Relevancy Oriented
5. Highlights Practicality
6. Encourages Collaboration



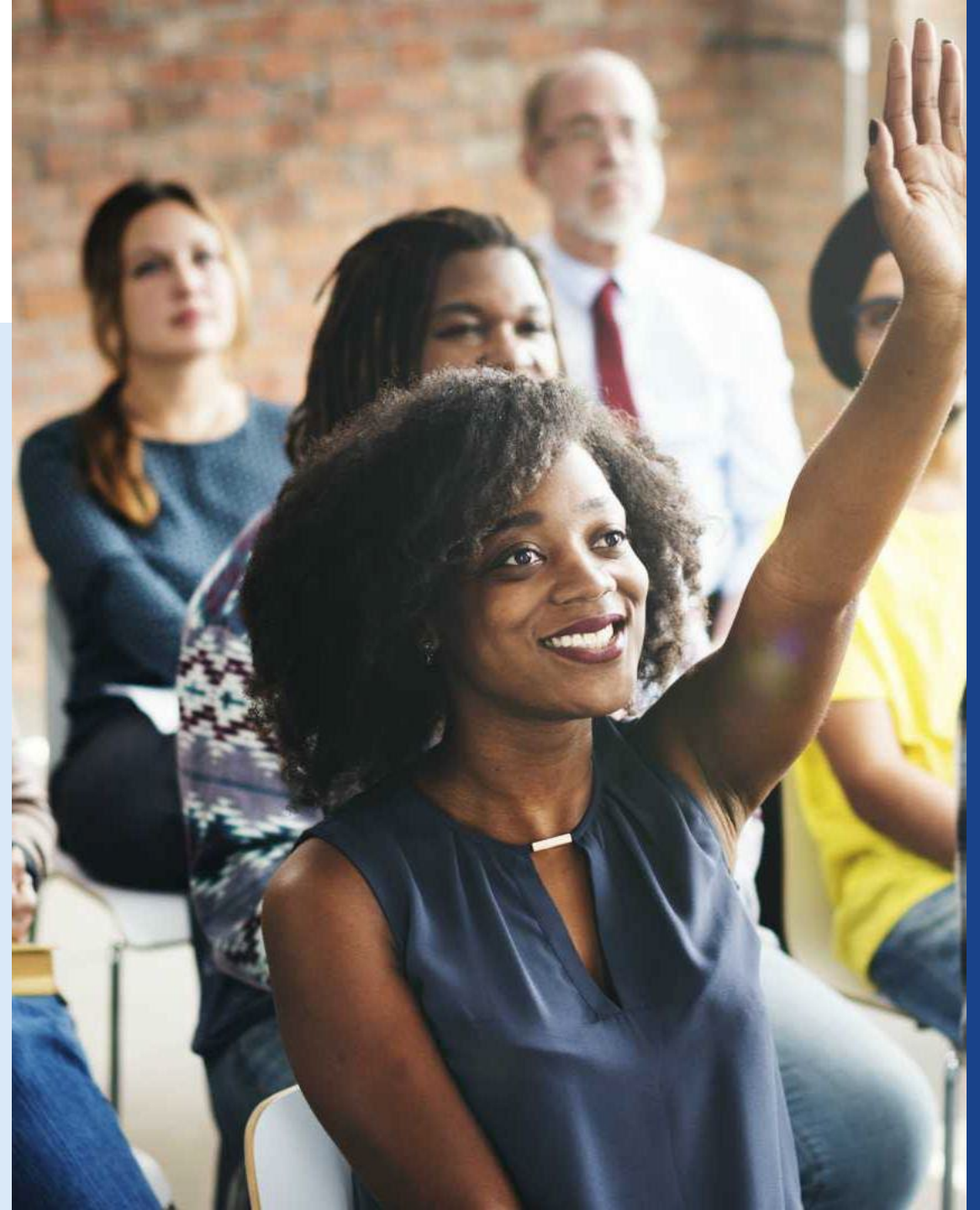
SELF DIRECTED / AUTONOMOUS

We are **actively involved** in learning the process and **assume responsibility** for our own choices and decisions.



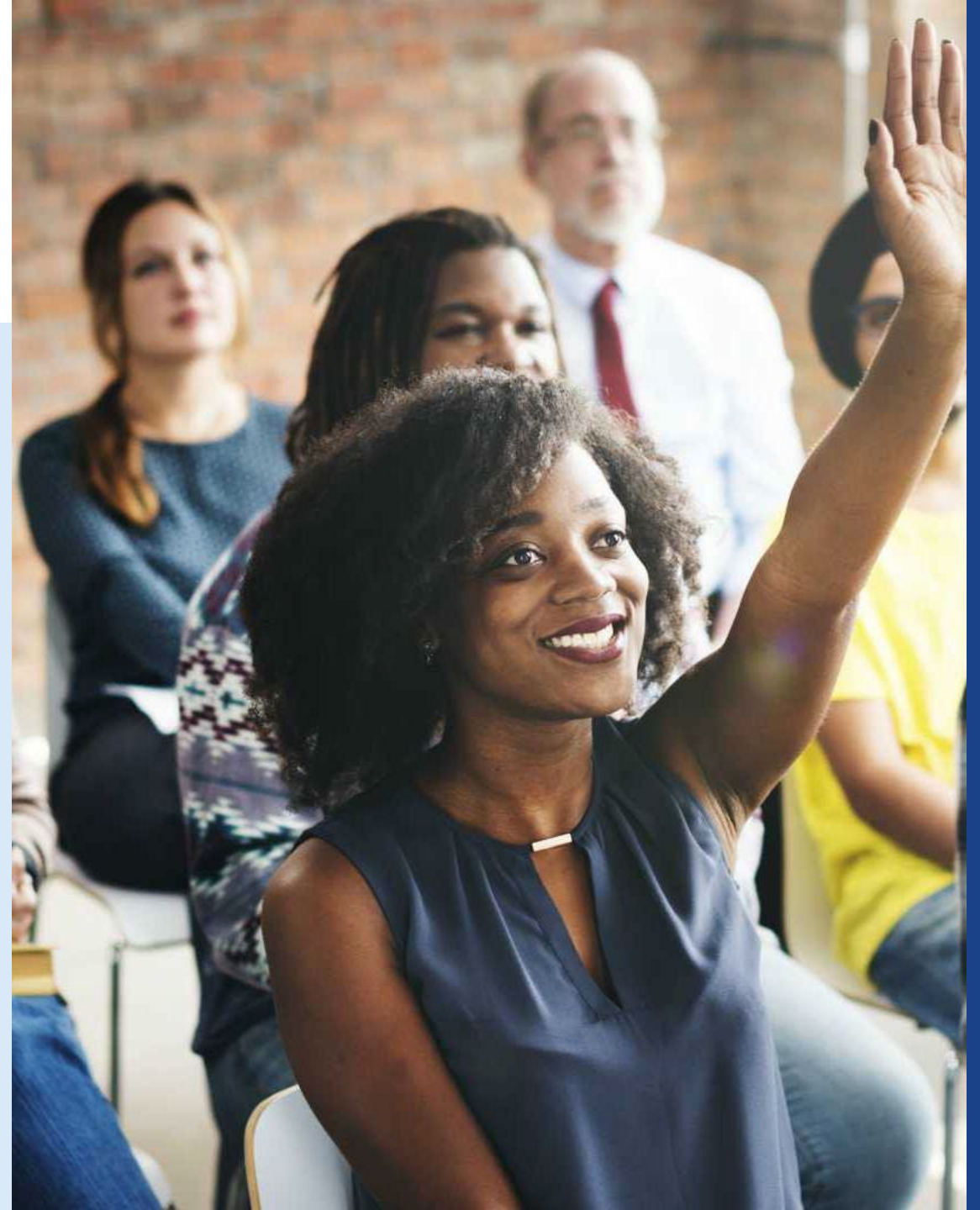
UTILITIES KNOWLEDGE / EXPERIENCE

It is important to encourage each other to **connect our past experiences with our current knowledge-base and activities.**



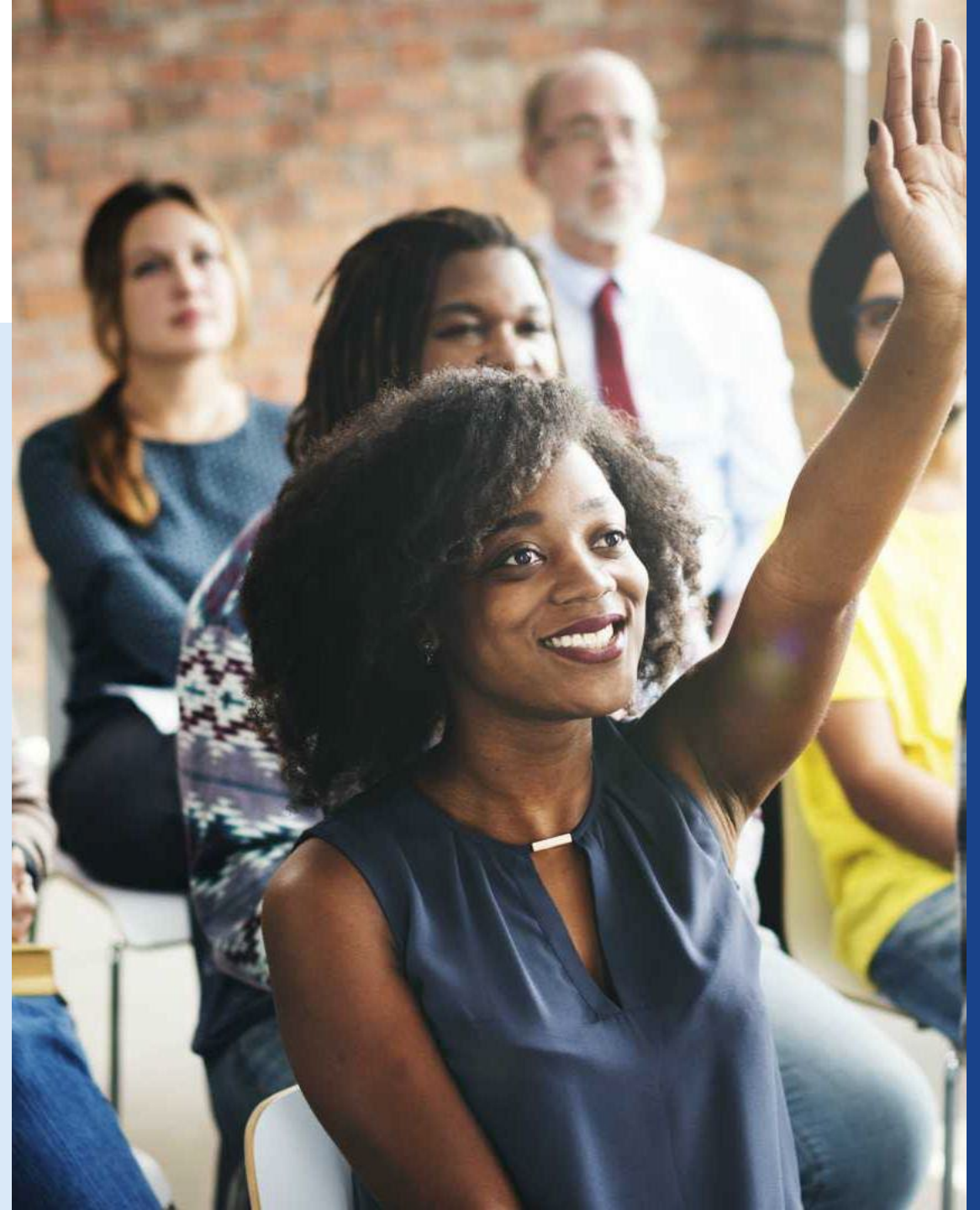
GOAL ORIENTED

The need to acquire **relevant and adequate** knowledge is of high importance. Adult learning is goal oriented; intended **learning outcomes should be clearly defined.**



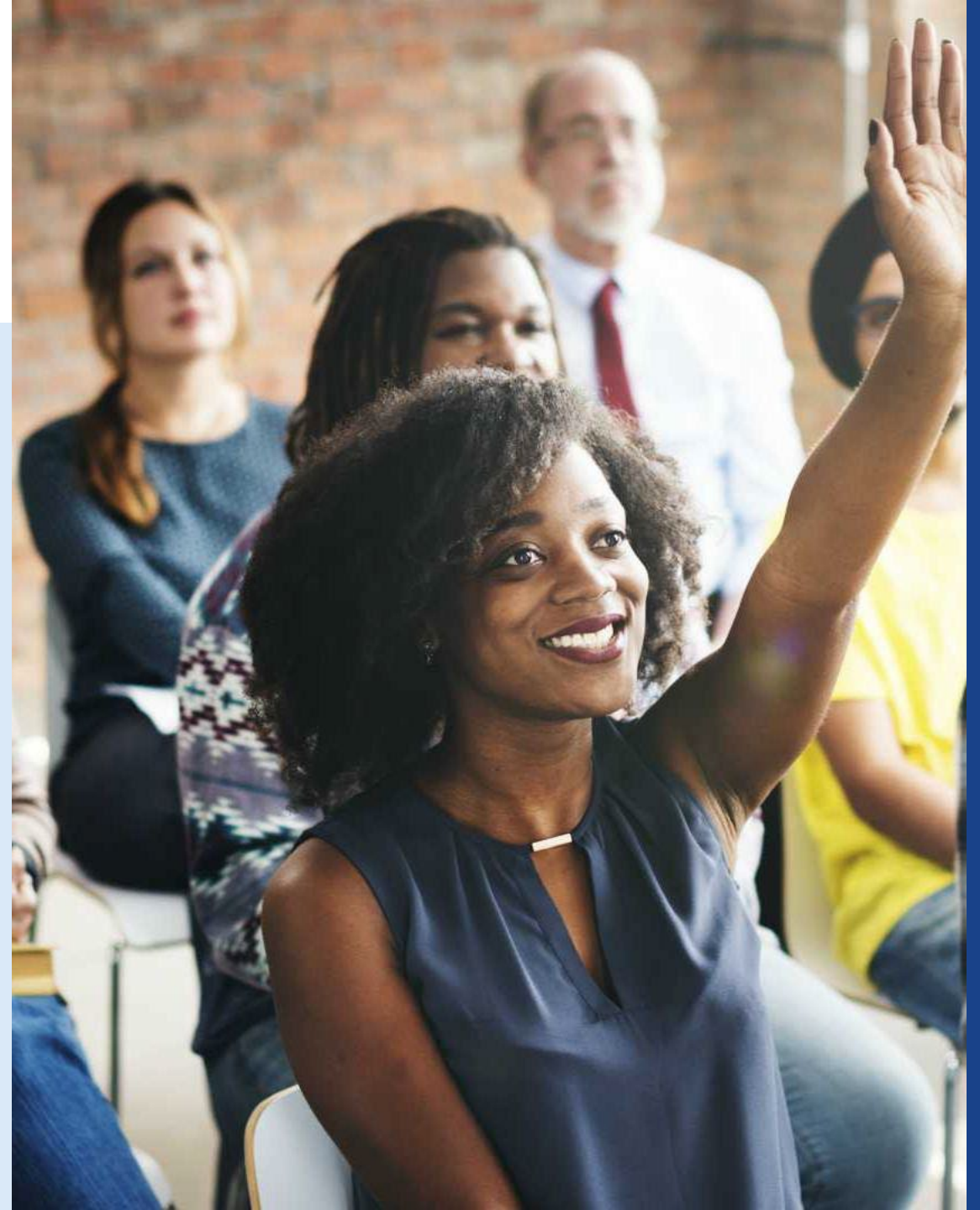
RELEVANCY ORIENTED

Relating the assigned
tasks to their own
**personal learning
objectives**



HIGHLIGHTS PRACTICALITY

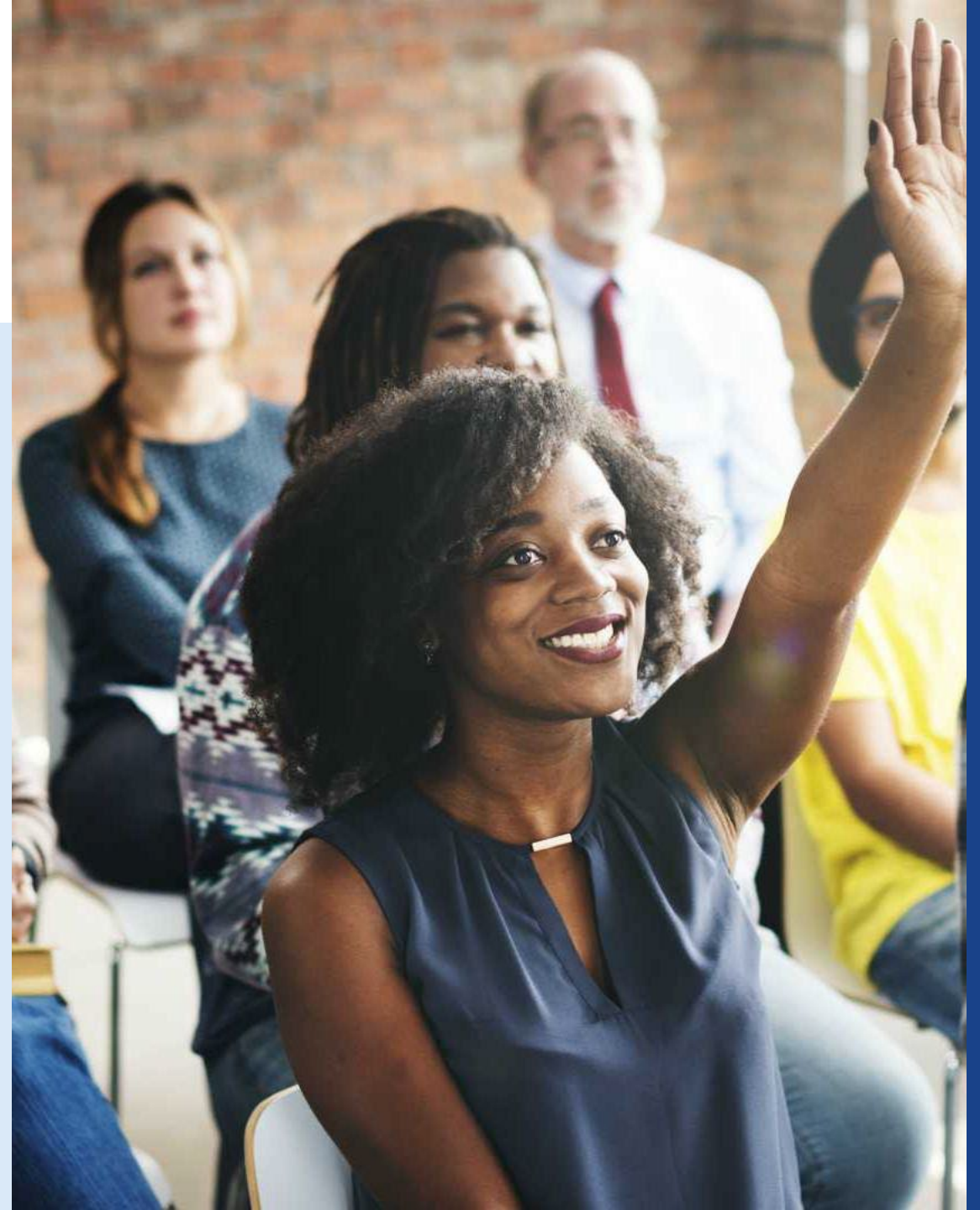
Learning is facilitated when appropriate ways of implementing **theoretical knowledge in real life situations** are made clear.



ENCOURAGES COLLABORATION

We thrive in **collaborative relationships** with peers and leaders.

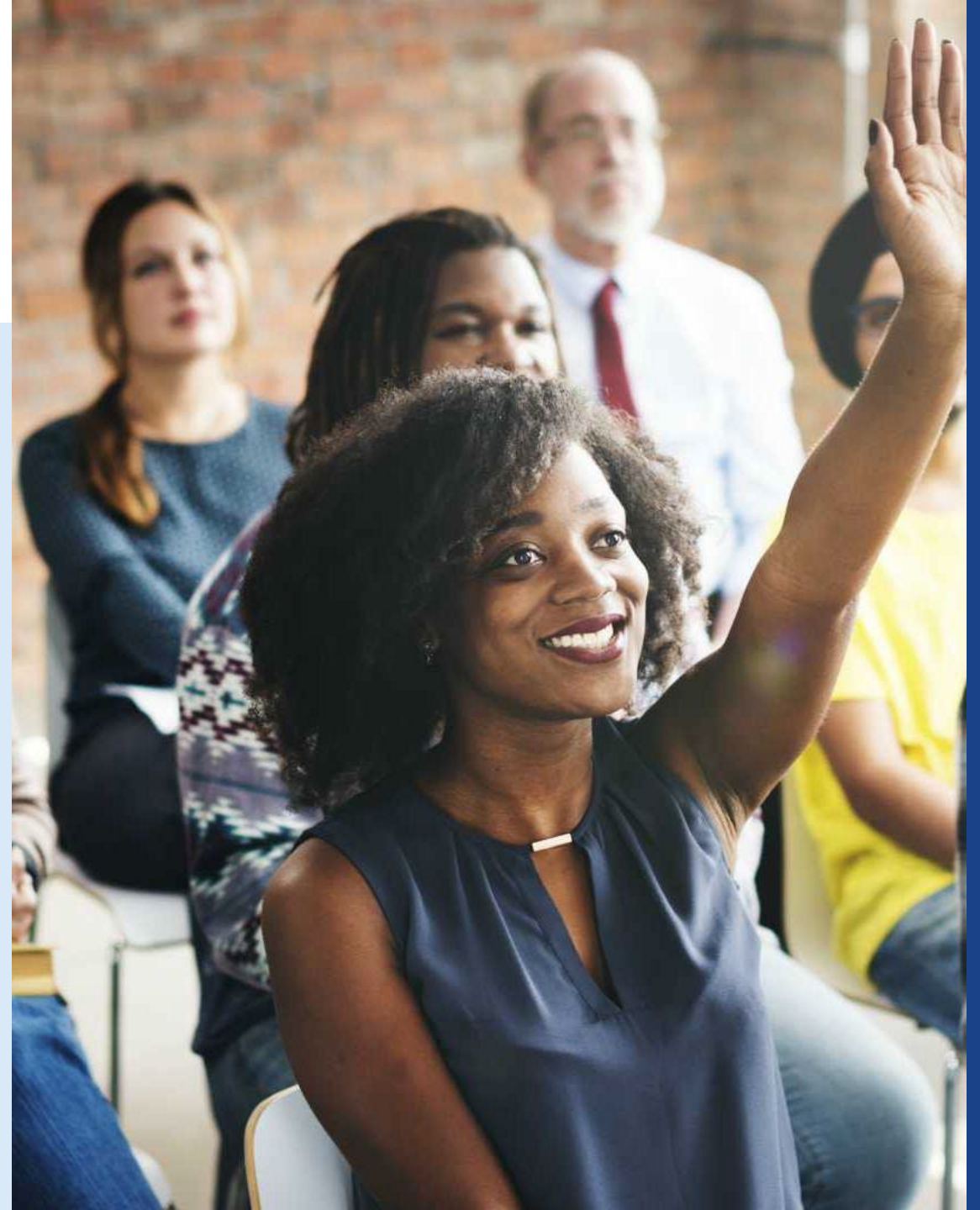
When our contributions are **acknowledged**, then we are willing to put out our best work.



HOW ADULTS LEARN

Discussion:

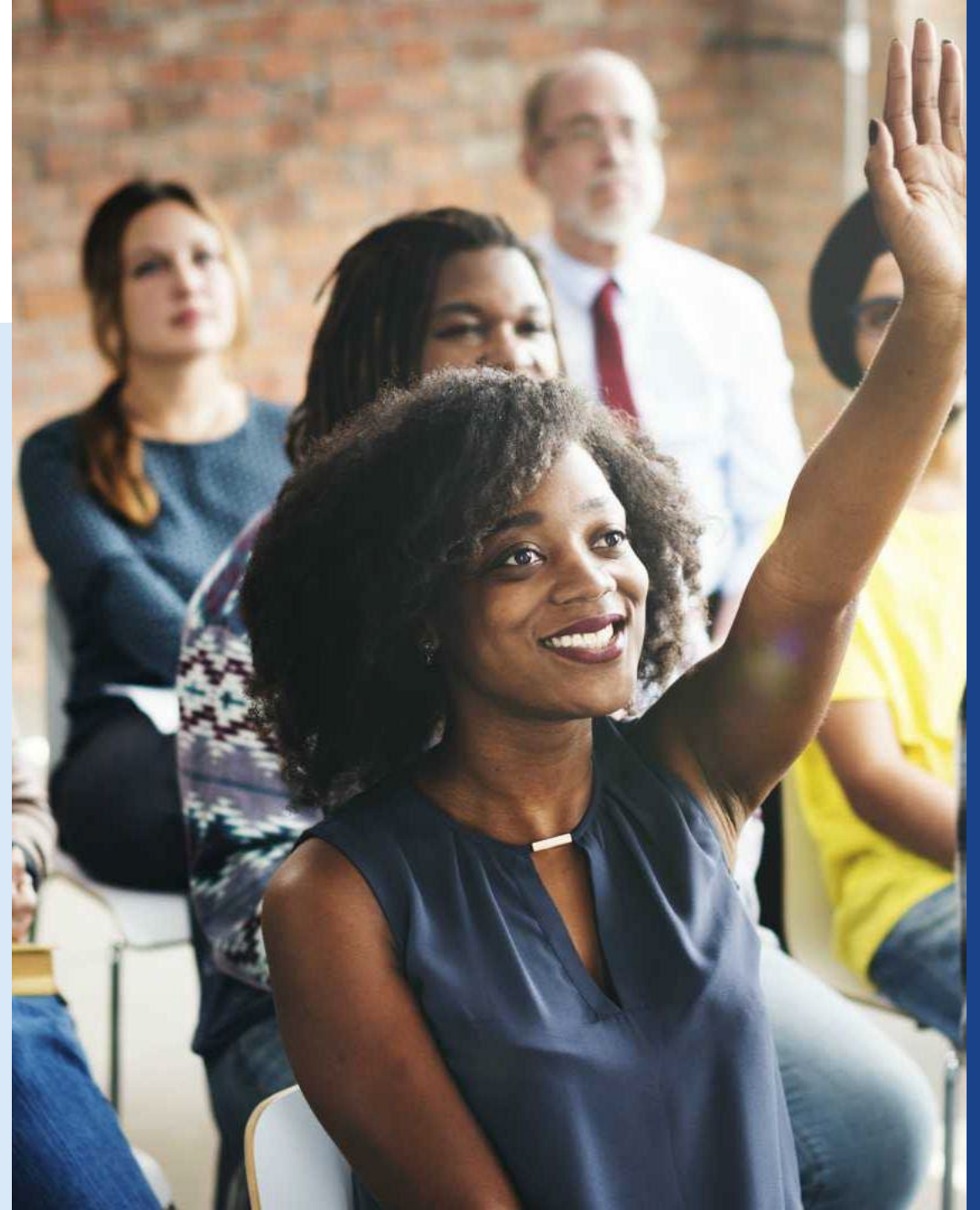
What ideas do you
have to improve your
training?



HOW ADULTS LEARN

Examples of Best Practices

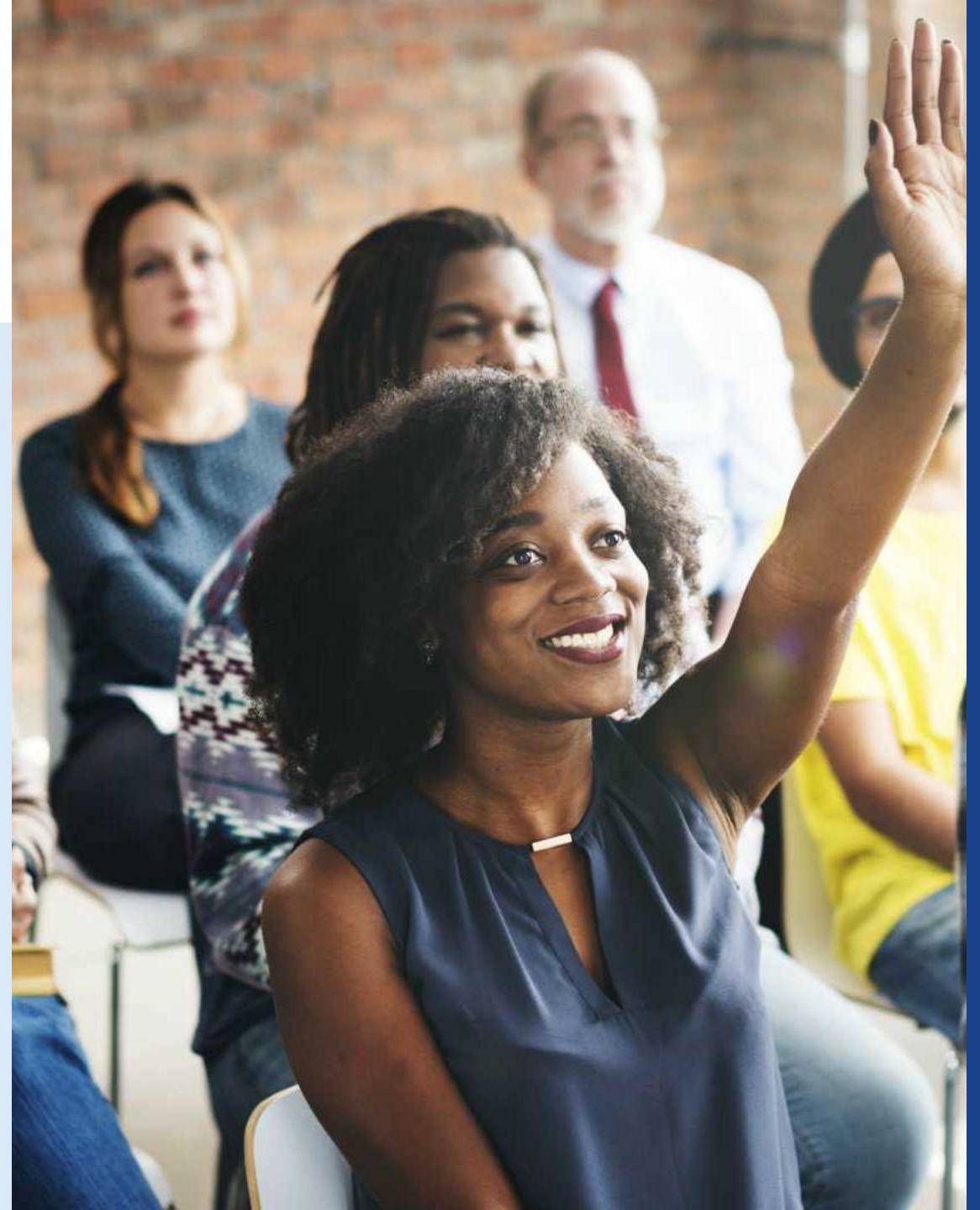
- ✓ Ask open ended questions
- ✓ Define learning outcomes
- ✓ Use real examples
- ✓ Constant feedback (lots of positive)
- ✓ Students as teachers



HOW ADULTS LEARN

Basic Training

- ✓ Tell you
- ✓ Tell me
- ✓ Show you
- ✓ Show me



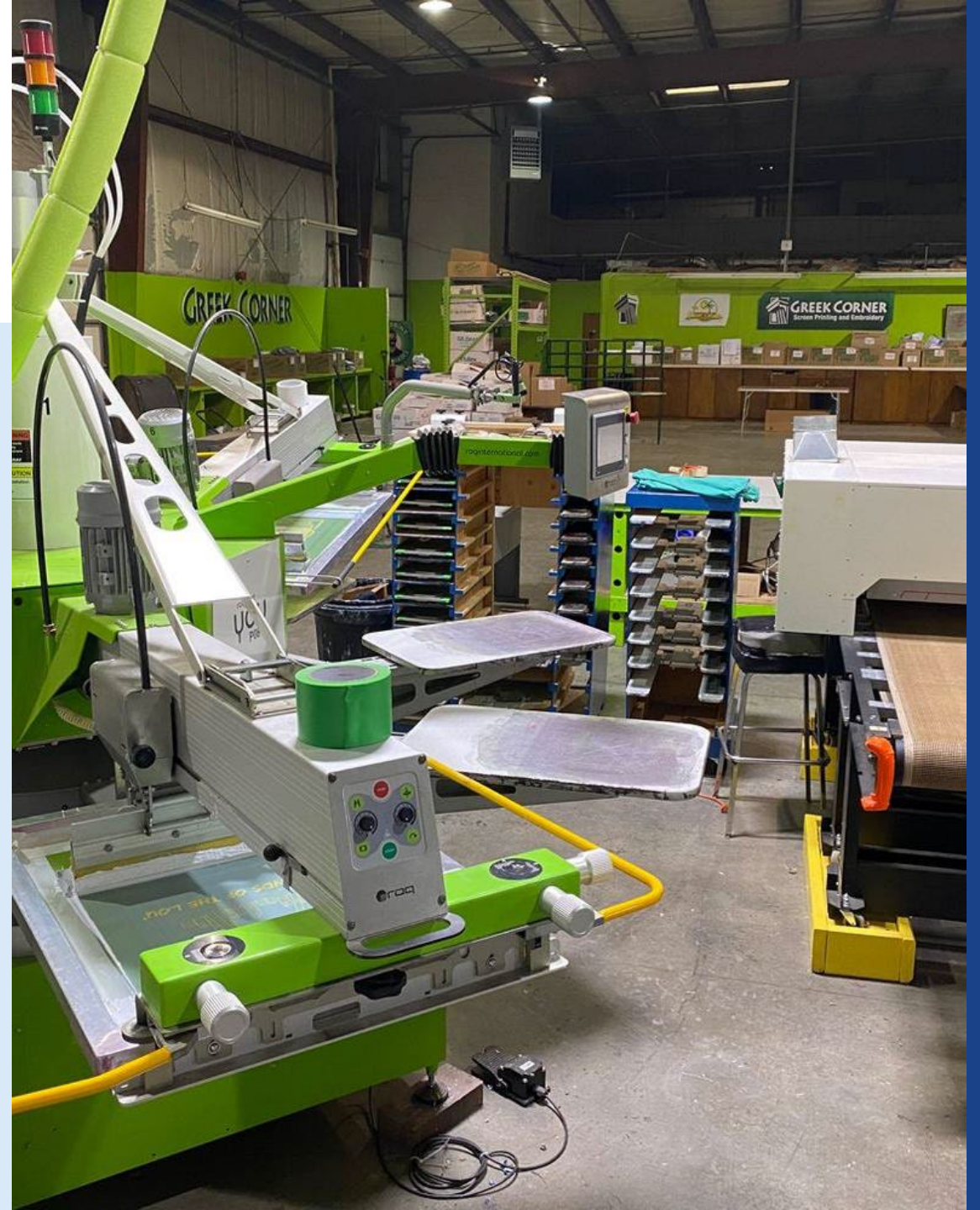
A blurred background image showing a group of people in a meeting or collaborative work environment. The image is out of focus, emphasizing the text overlay.

KEY PERFORMANCE INDICATORS

KPIs

EXAMPLE:

How many T-Shirts
did we make today?



KPIs

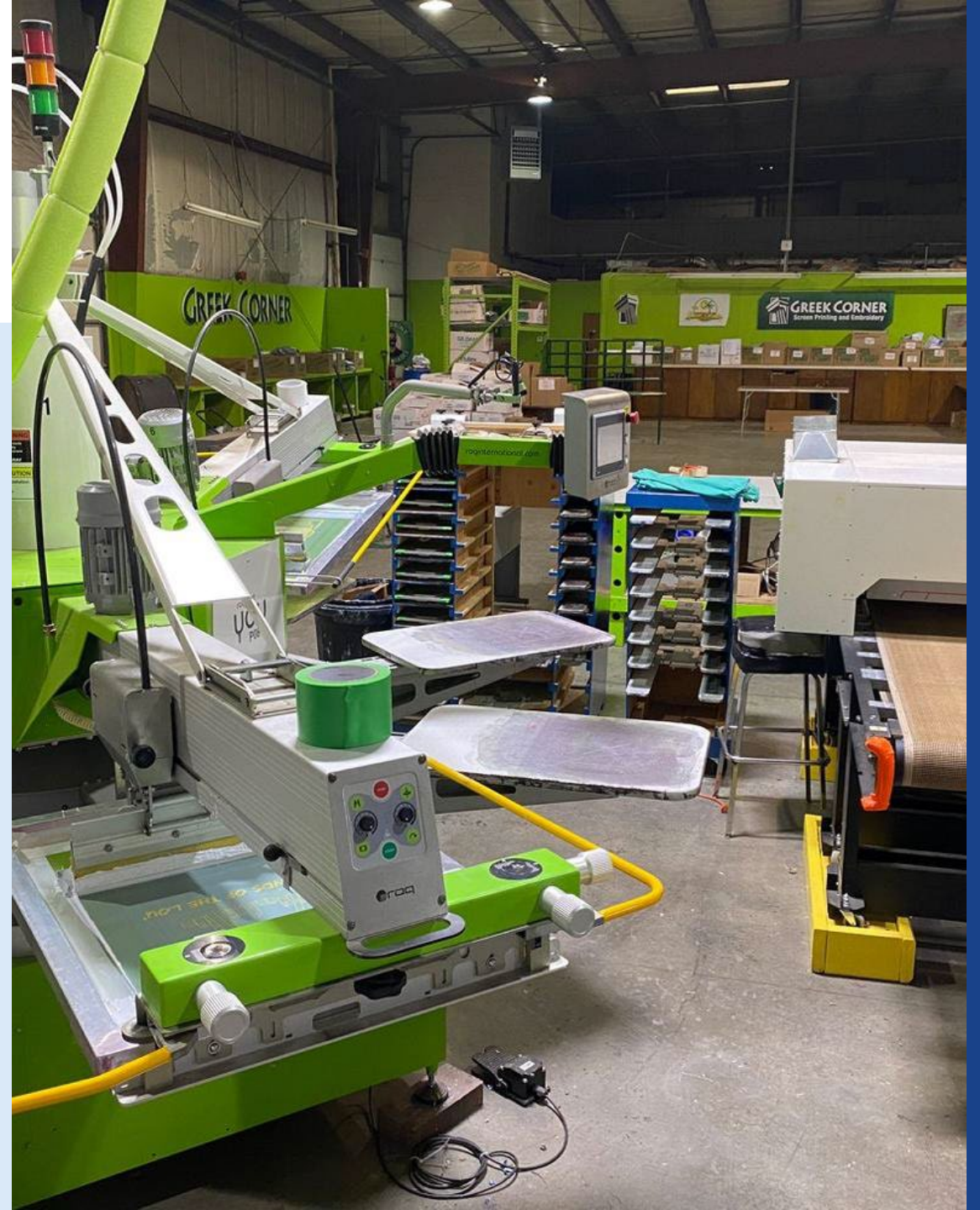
MON:

TUES:

WED:

THUR:

FRI:



KPIs

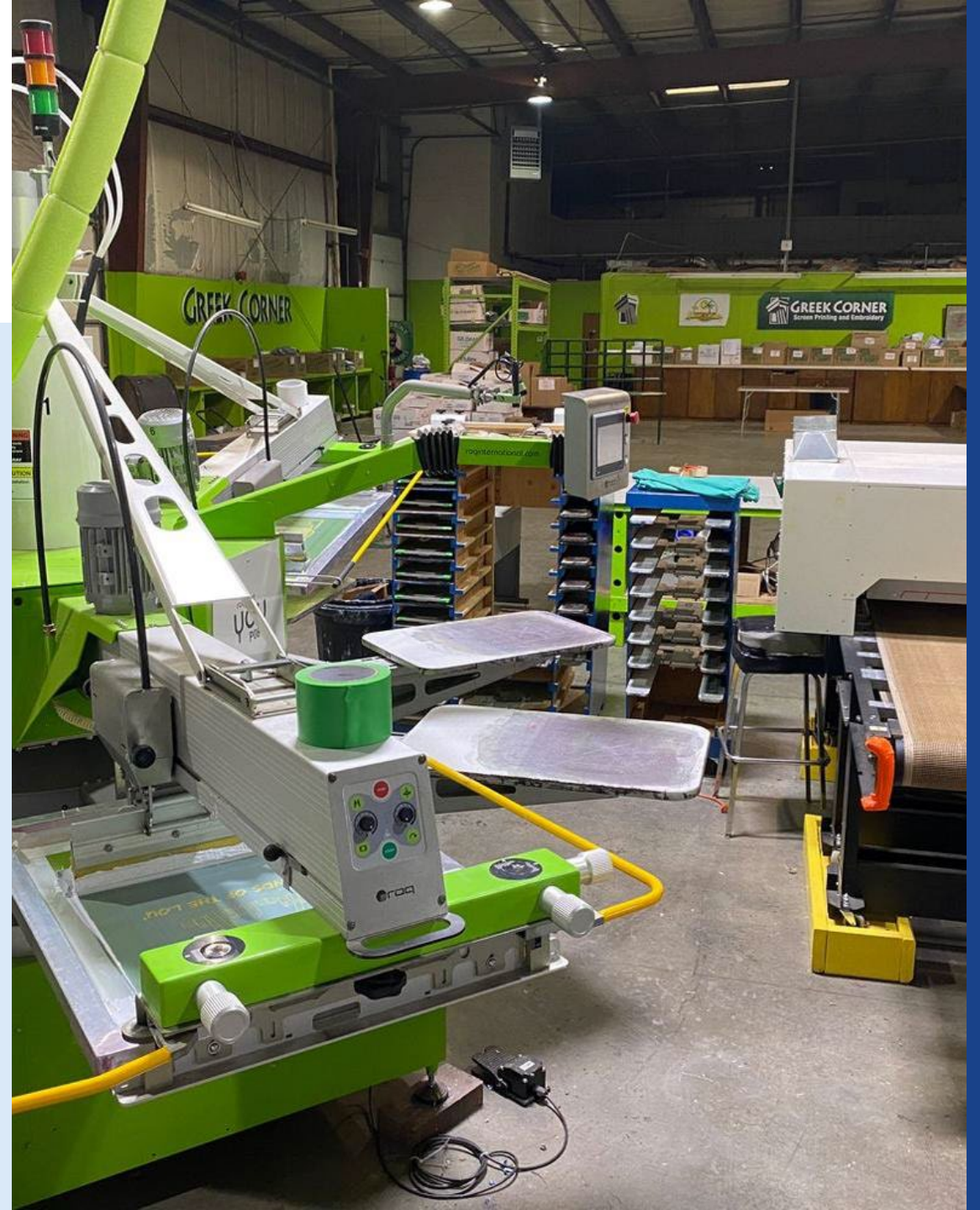
MON: 4,000 shirts

TUES:

WED:

THUR:

FRI:



KPIs

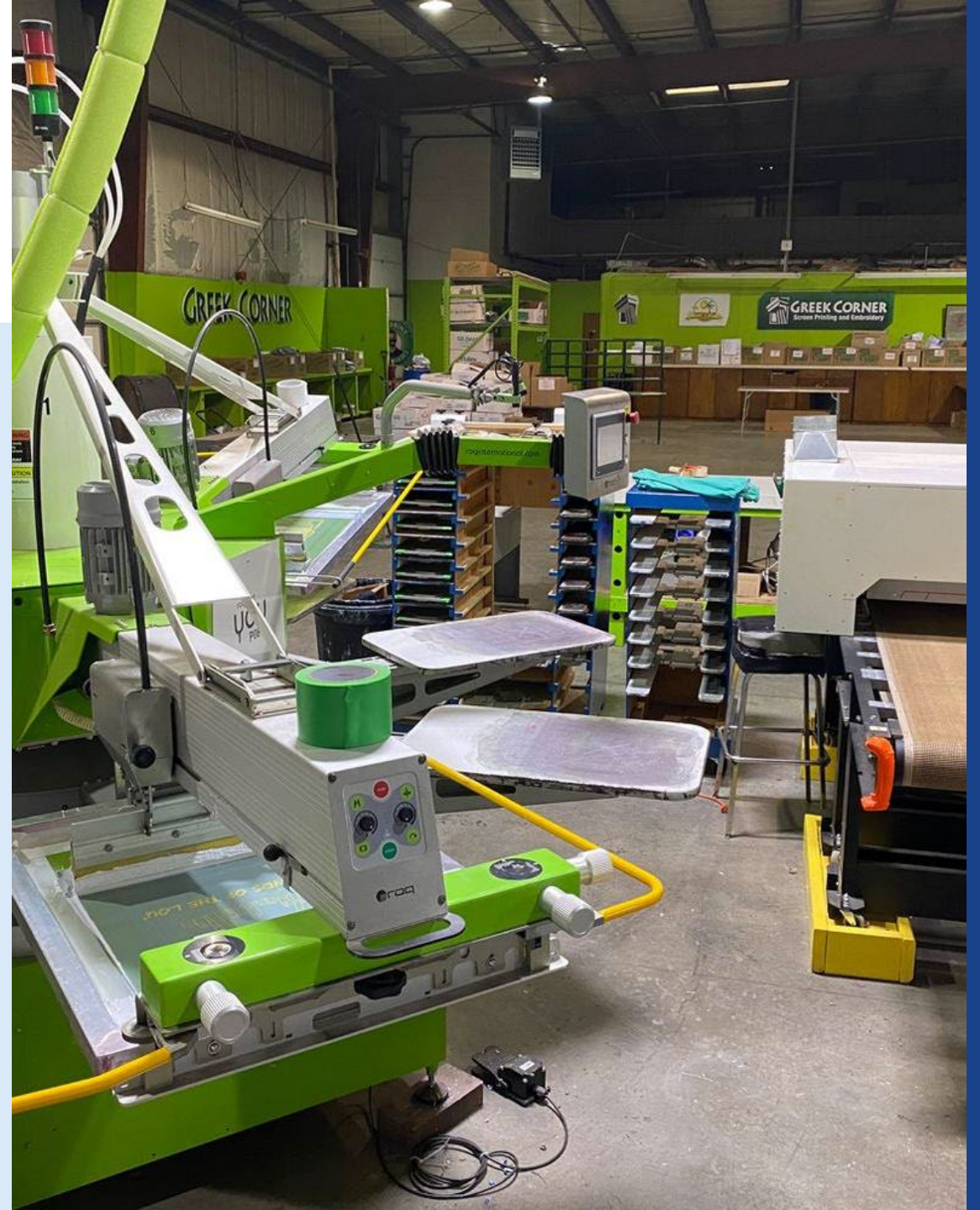
MON: 4,000 shirts

TUES: 5,000 shirts

WED:

THUR:

FRI:



KPIs

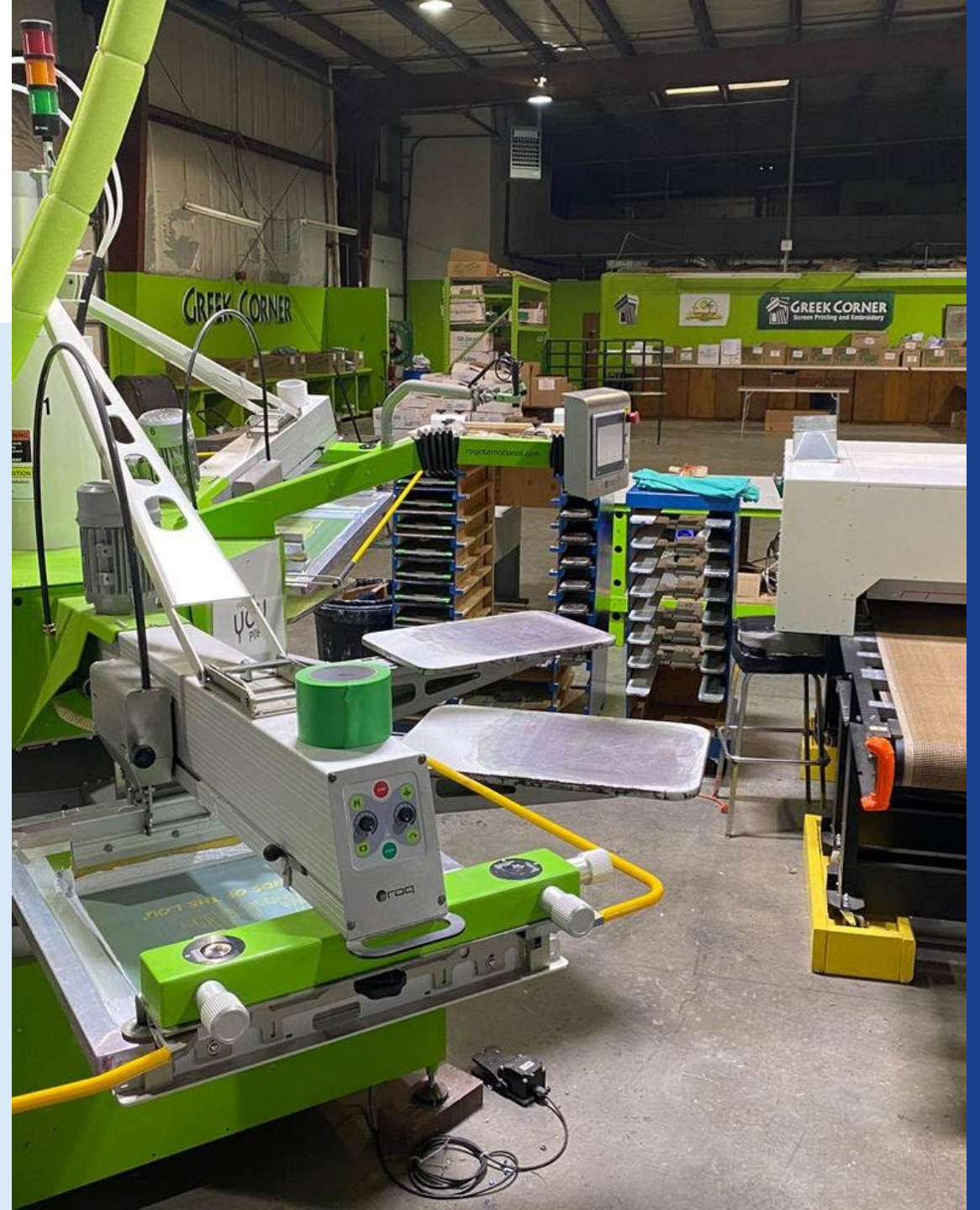
MON: 4,000 shirts

TUES: 5,000 shirts

WED: 8,000 shirts

THUR:

FRI:



KPIs

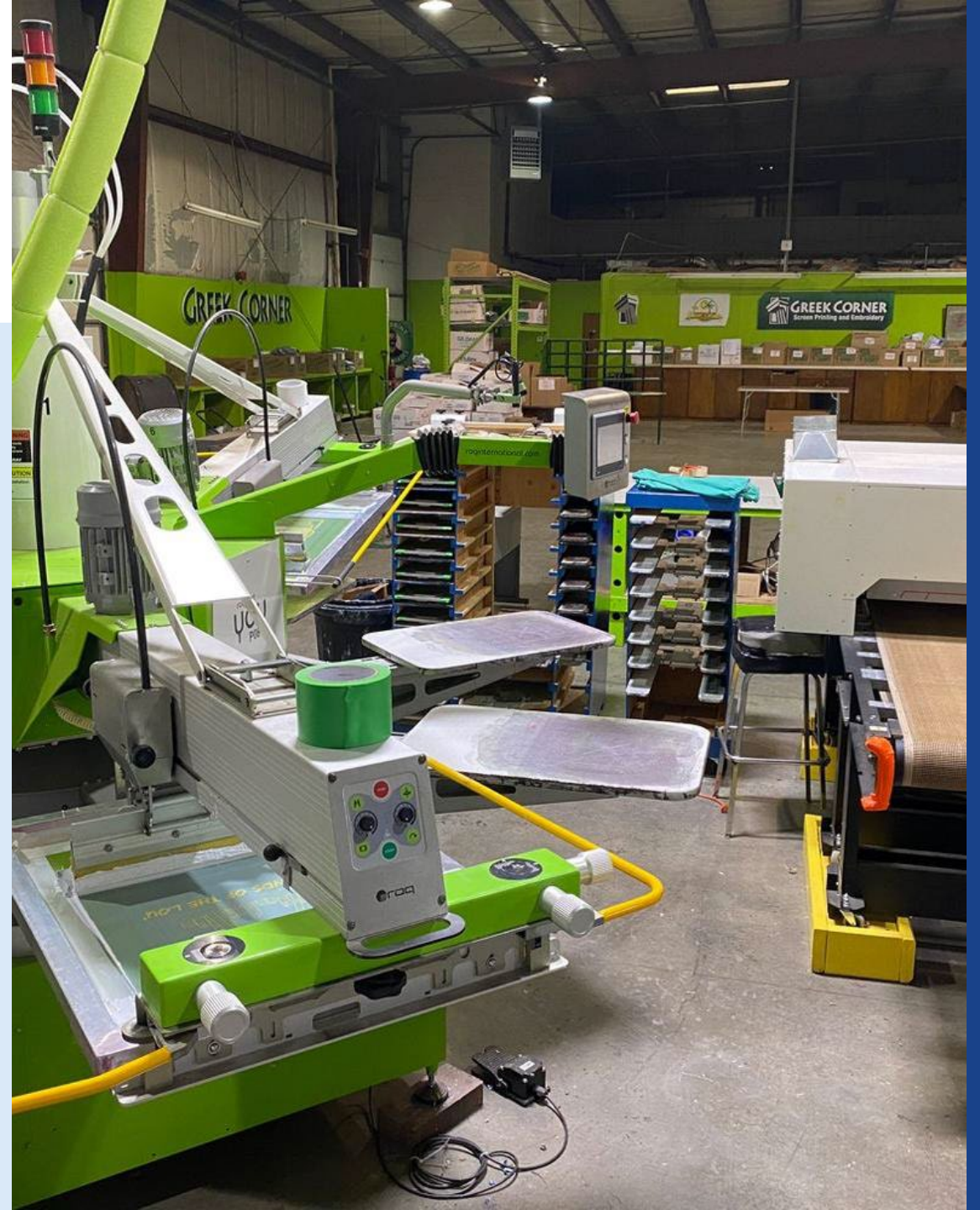
MON: 4,000 shirts

TUES: 5,000 shirts

WED: 8,000 shirts

THUR: 12,000 shirts

FRI:



KPIs

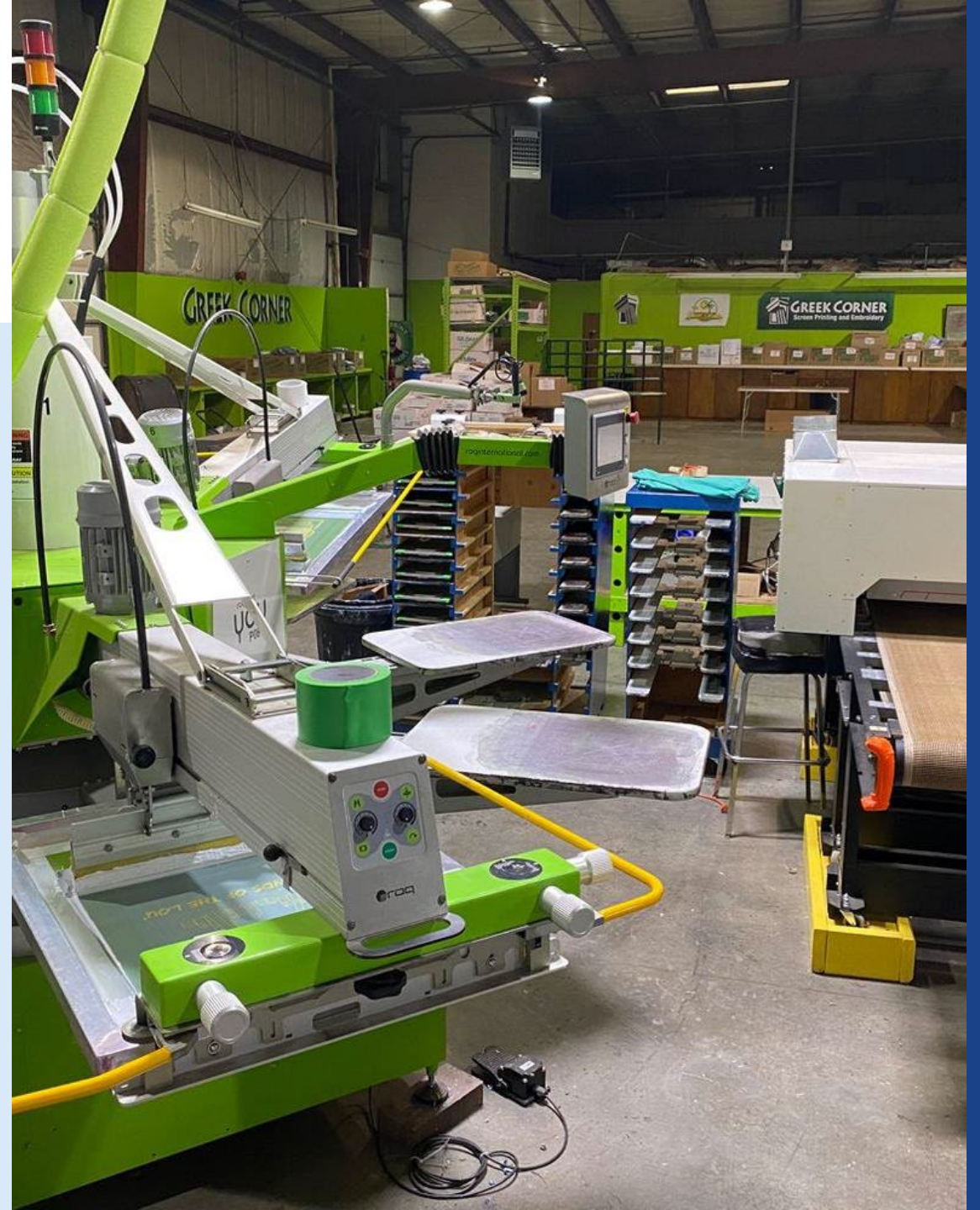
MON: 4,000 shirts

TUES: 5,000 shirts

WED: 8,000 shirts

THUR: 12,000 shirts

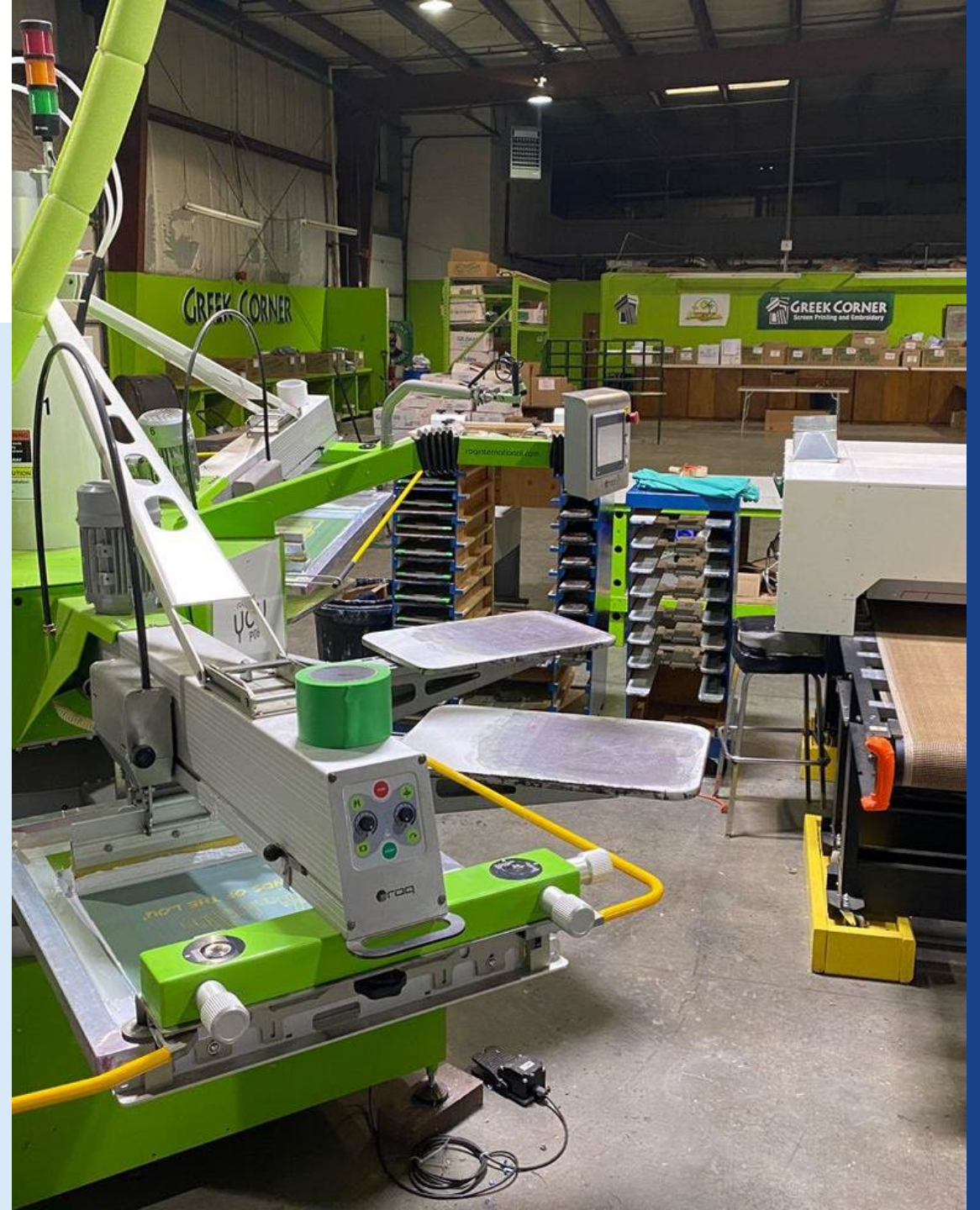
FRI: 15,000 shirts



KPIs

Key Performance
Indicators

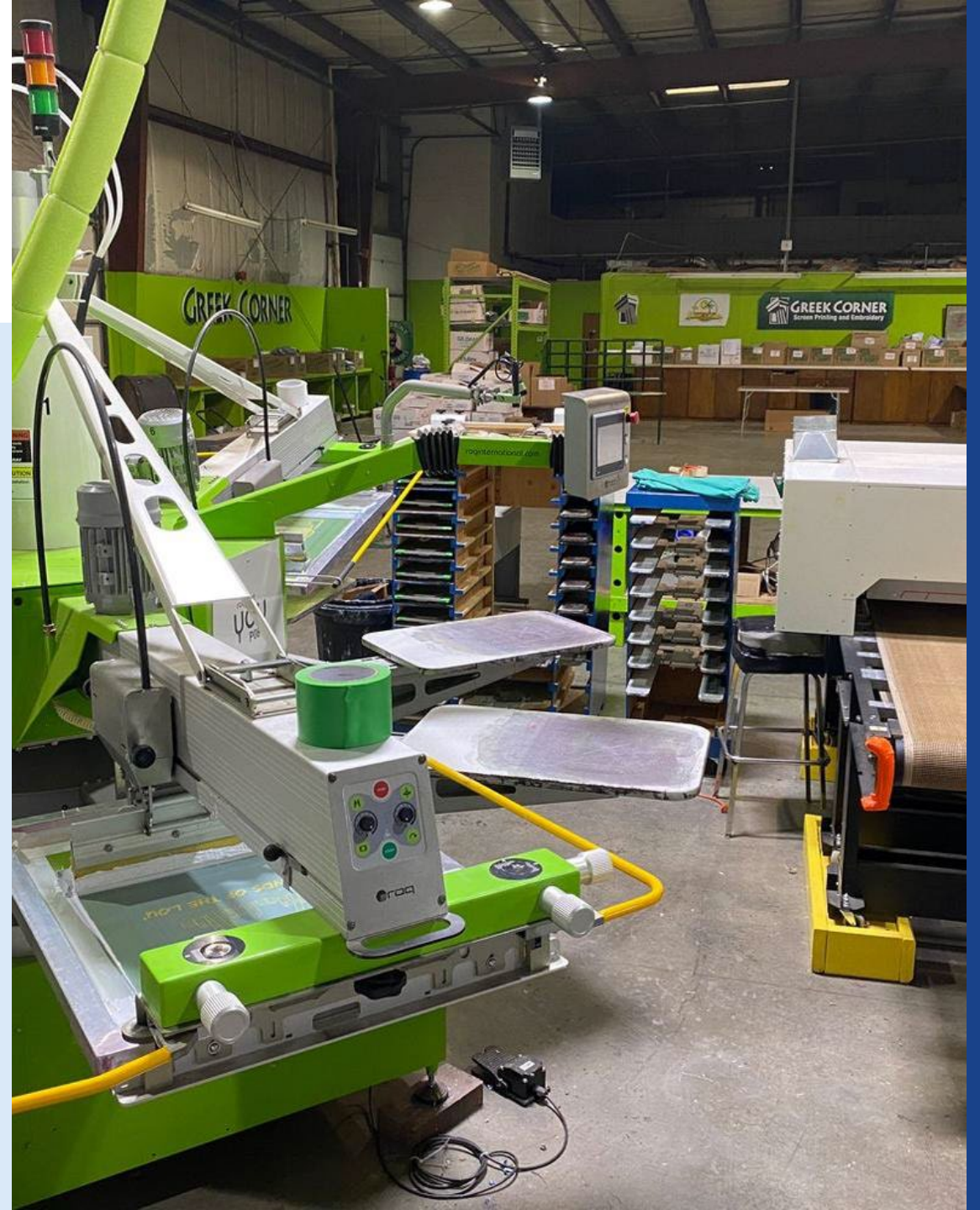
= Most important



KPIs

Key Performance
Indicators

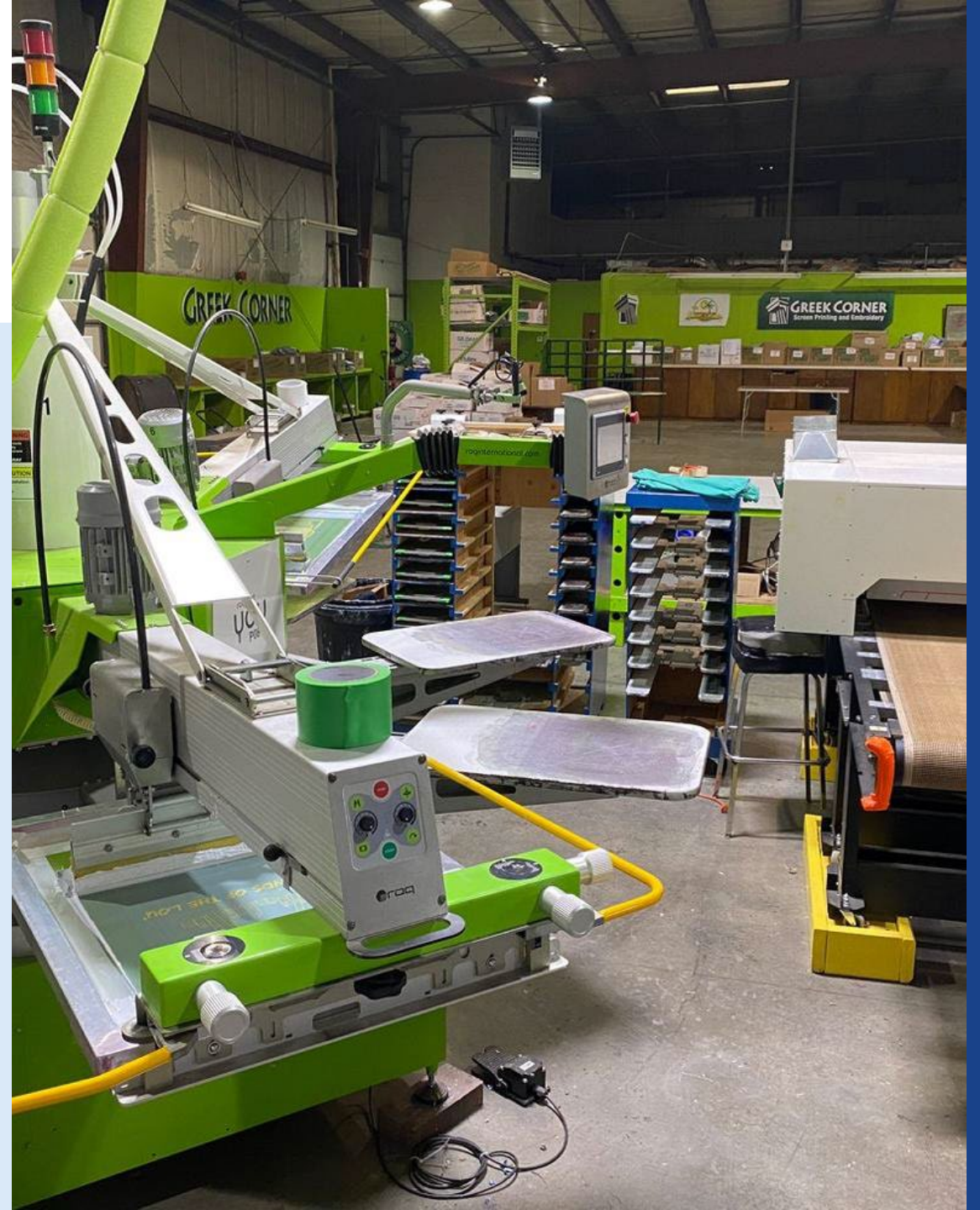
= Related to Success



KPIs

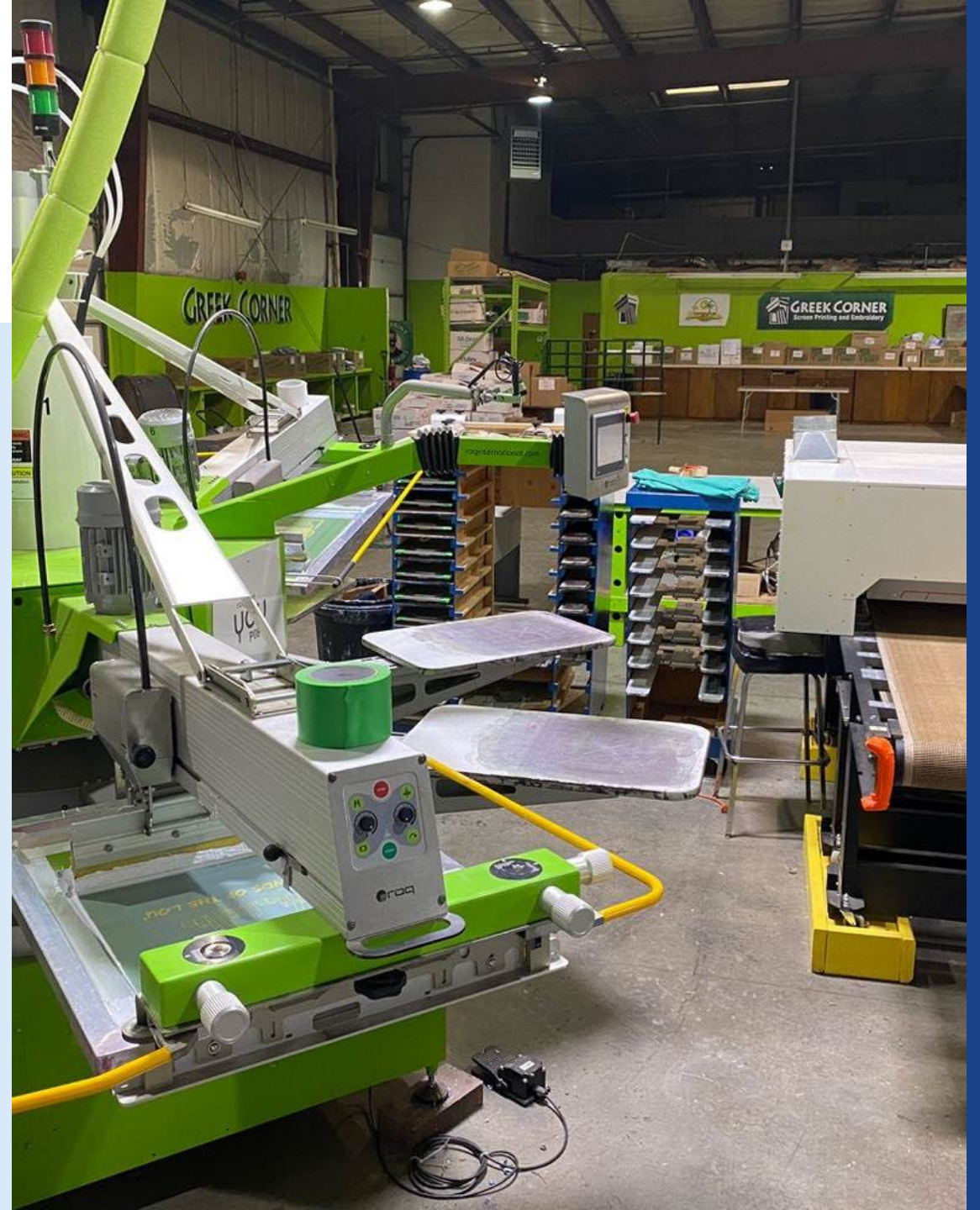
Key Performance Indicators

= Signals success or
trouble (not details)



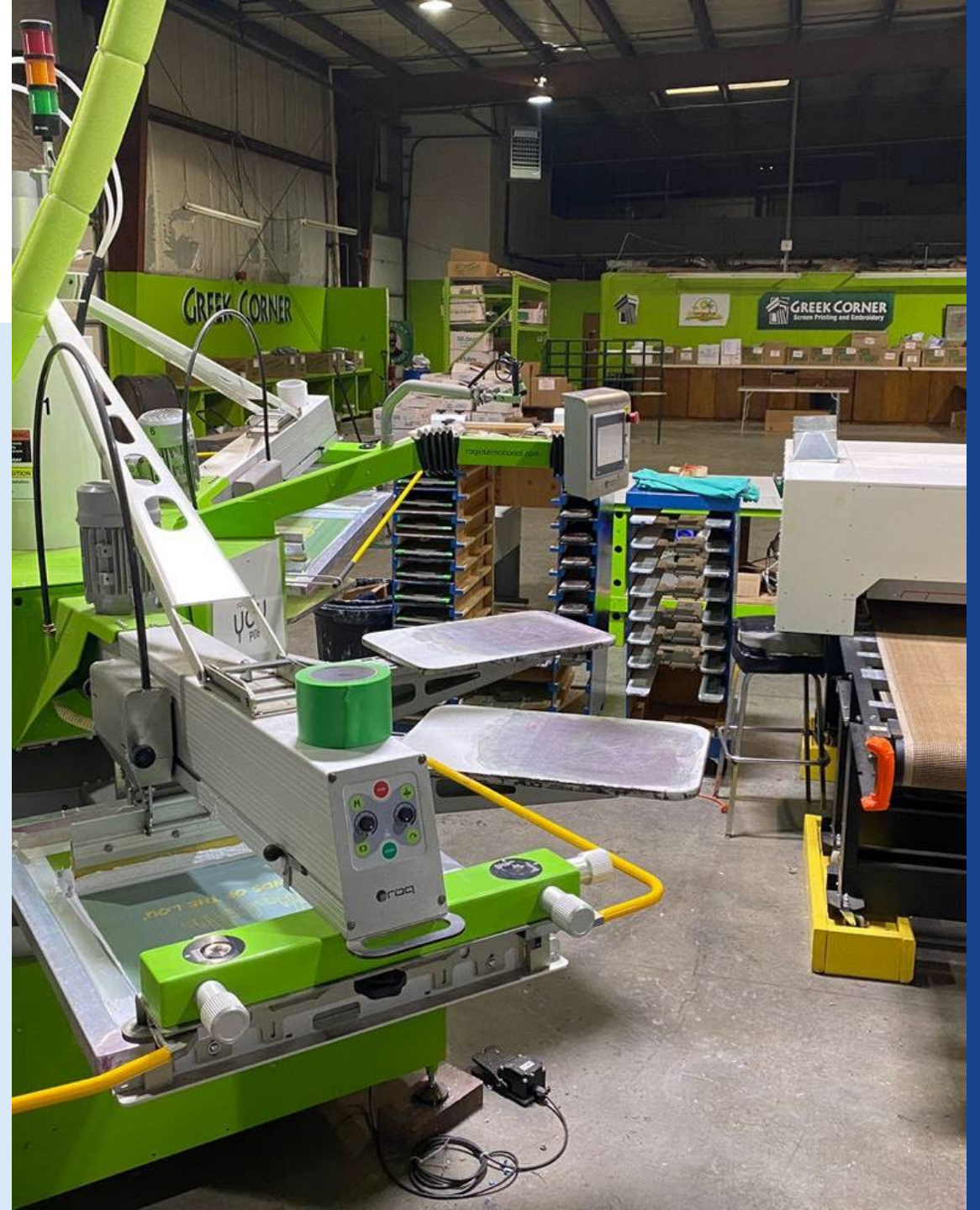
KPIs

Great teams regularly track KPIs and discuss them.



KPIs

What KPIs could you track?





BREAK



UNDERSTAND YOUR TEAM

Assess Your Strengths

UNDERSTAND YOUR TEAM

Great managers play
chess, not checkers.

What does this mean?



UNDERSTAND YOUR TEAM

Name 2-3 things you
do better than most
people at work.



UNDERSTAND YOUR TEAM

Let's assess your own
team!



ASSESS YOUR TEAM

NAME	STRENGTHS	EXPERIENCE	PASSIONS	RECOGNITION
Adrienne	• Strategic • Ideator	• 20 years in nursing • 5 years as supervisor	• Wants to see us grow to serve the community	• Loves public recognition
Tamara	• Data Driven • Detailed	• 3 years in ED • 3 years front desk	• Loves it when things go smoothly	• Small gifts (chocolates)
Jacob	• Empathetic • High Energy	• 4 years retail • 5 years in nursing	• Wants to be in management	• Likes private kudos
Peyton	• Task Oriented • Decisive	• 15 years in nursing • 8 years as supervisor	• Wants to learn new skills	• Small gifts • More responsibility

UNDERSTAND YOUR TEAM

If you don't know
something about a
person, how could
you find out?



UNDERSTAND YOUR TEAM

Strengths Tools

- StrengthsFinder
- Hiring Suite
- DISC Assessment
- Many others!



UNDERSTAND YOUR TEAM

EXAMPLE:
Leadership Springfield





UNDERSTAND YOUR TEAM

TEAM

- Mike (President) – Relationship builder
- Don (VP) – Ideator
- Katie (Treasurer) – Detail oriented
- Luke (Board) - Skeptic



UNDERSTAND YOUR TEAM

What are you going to
do next to understand
your team?



A blurred background image showing a group of people in a meeting or workshop. Several hands are raised, suggesting an interactive session or a brainstorming exercise. The image is overlaid with a semi-transparent blue filter.

TAKEAWAYS / YOUR PLAN

How Will You Delegate?

TAKEAWAYS

Take a minute...

Think about what your life could be like if you had **more time to do your best work and you were surrounded by a team of people who did their best work.**



TAKEAWAYS

What are you going to do next?

Do you have a clear plan?

Say it to the group!





DIGGING DEEPER

Time – Who feels overloaded? Why do they feel that way? Who feels like they could take on more of the right things and help more? Who sees opportunities that aren't being followed up on?

Training – Who needs more training? What training is lacking? Who wants to be in leadership and who is happy where they are?

Trust – Who do others trust the most on this team? Who do they trust the least and why?

Title – Which members of your team have true role clarity and understand where they fit in the organization's mission, vision, and values?

Tenure – What can you do to keep top talent and attract new talent that will stay with you?

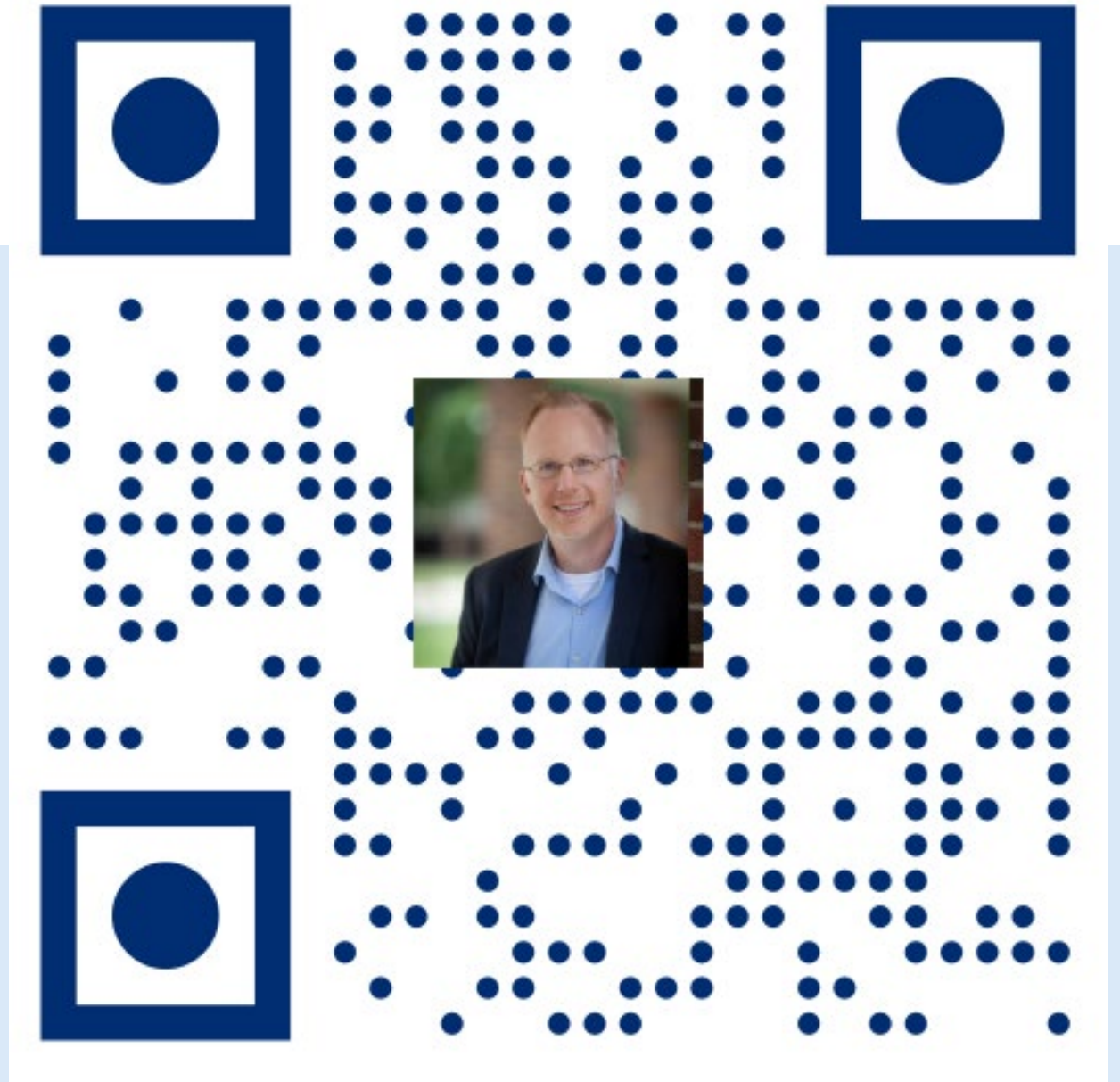
LEADERSHIP TOOLS AND RESOURCES

- Listen to The People Centric Podcast
- Check out our book, “Becoming People Centric”
- Contact us to talk about this more!



CONTACT ME

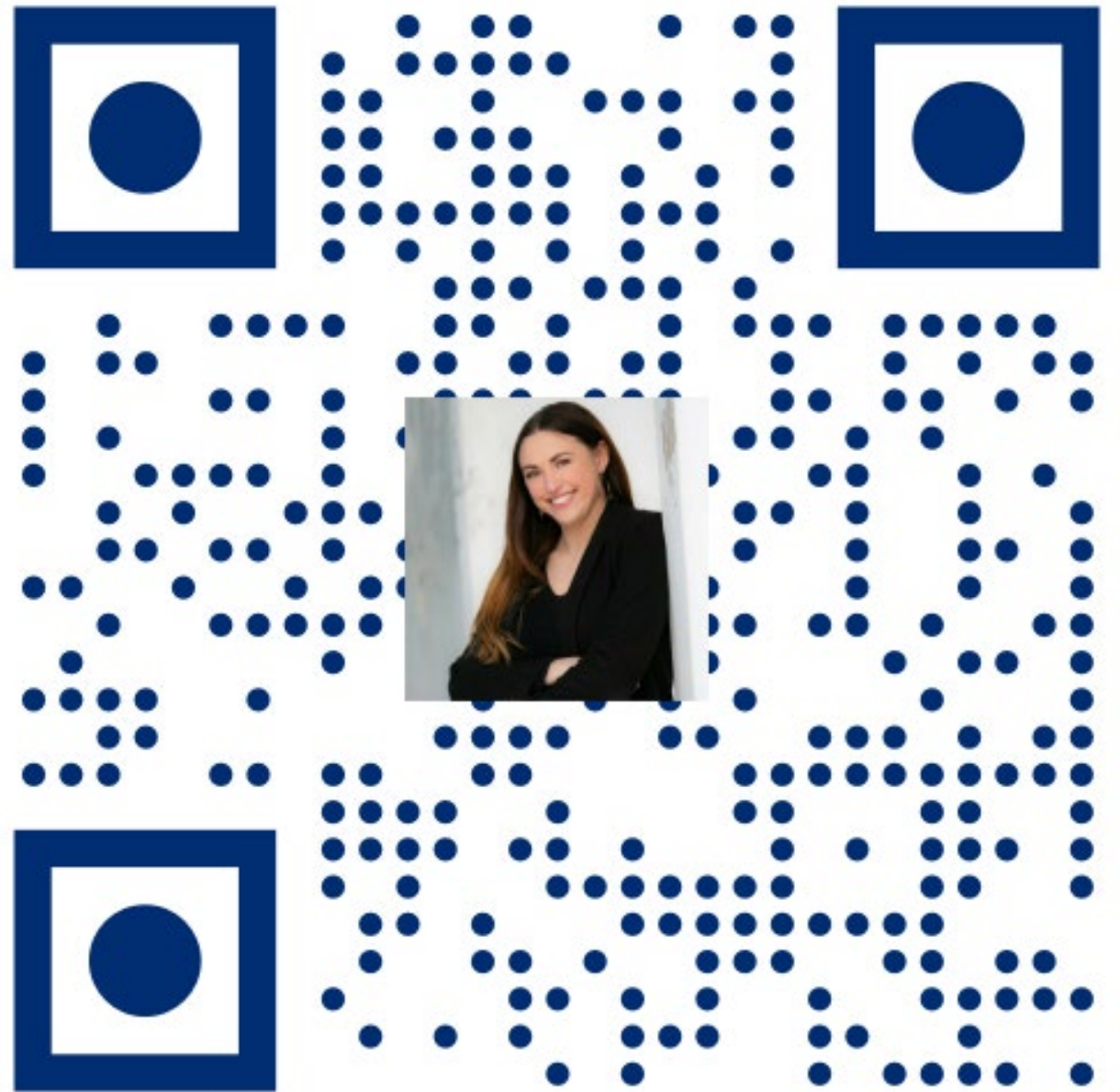
Scan for my contact
information





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QUESTIONS?

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