

LEADERSHIP MATTERS E-ZINE

Leadership Matters is a publication designed to explore the workplace issues today's managers and supervisors face.

Delegating

ARE YOUR MANAGERS DELEGATING EFFECTIVELY?

Business Issue

The New Future will need New Leaders that know how to attract talent, manage innovation, set high visions, and execute profitably. A new paradigm about leadership is emerging.

The Top Ten Trends, From *Technofutures* the book by Dr. James Canton James Canton, Ph.D. Futurist, Social Scientist, Author

Dr. James Canton is a renowned global futurist who forecasts the impact of future trends and innovations on business, customers, and society. What Canton is talking about extends to the whole realm of skills leaders need to have, one of which is delegating.

Delegating is even more difficult than it was in the late 20th century. Managers have increasing pressure to generate measurable results faster than ever. Some managers fear being viewed as too harsh during tough times if they delegate more to their employees. Or, they make the assumption that they need to hold on to their power and authority. New managers, promoted for their outstanding performance as individual contributors can find delegating a challenge because they have been seen as great problem solvers on their own.

It seems that it doesn't matter whether you are a seasoned manager or new to the ranks, delegating is something all of us can do better. After all, who can manage that "innovation" on their own or "execute profitability" in a vacuum? Effective leadership today has no room for those who refuse to delegate or those who don't know how. With a new paradigm emerging for managing the workforce, this skill is essential.

Case in point:

With multiple projects in progress, most managers at small to mid-sized enterprises barely have time for a coffee break much less the opportunity to sit down and set long-term and short-term goals for each day, or each project launch. Juggling daily support tasks, technology changes, heightened customer demands and a team with diverse work styles in the mix can be challenging to the most experienced manager. However, the absence of time and understanding of all these variables might be a strong indicator for the need to delegate responsibility.

Does this sound like your organization?

Some Perspective

Managers and supervisors should focus on the activities they do that bring the most value to their organization. They should be performing essential activities that give the organization its competitive advantage over their competition. They need to learn to delegate more.

So why delegate?

At a certain point, there are just too many facets to running a successful business to continue doing it alone. In an increasingly complex business environment, with all the trends affecting business today such as high competition, it just isn't possible to still be that one person in control of everything.

The art of delegating a task is in finding the right people and assigning them the right work in the right way. The sheer volume of management responsibilities necessitates delegation. Necessary tasks that can be done by others should be delegated.

Delegation is part of the balanced approach that allows you to more effectively lead people who have highly diverse skills and capacities to complete the specific task at hand.

But delegating does more than just balance the workload – it can help strengthen the bonds of your team. Delegating demonstrates trust and encourages development. It can make a team member feel that his or her job is important and essential to the success of the business unit. However, in order to achieve this result, delegating must be done effectively. Successful delegation requires skill.

A Solution

Over 20 years of experience in training leaders in delegation has shown that in addition to trying to do everything themselves, managers tend to delegate incorrectly. Communicating instructions correctly is important. When staff members are shy about admitting when something is unclear, or they think they can work it out on their own, problems arise.

Delegating, published by Vital Learning, provides the tools necessary to develop messages that communicate the “what” and the “why” of every delegated task. Focusing on ensuring that the individual understands what is required helps facilitate a successful result – the work is done correctly, and the individual gains the benefits of a new experience and increased confidence and responsibility.

Delegating teaches these key skills that every manager and team leader must be able to do:

- Understand the role of delegation in time management, resource utilization, job satisfaction and overall team productivity.
- Use a delegation process that ensures team member participation, involvement, and success so that what needs to be done gets done – properly and on time.
- Establish a team member's responsibility and authority for a delegated task – creating a framework for accountability and personal growth.

Your organization's commitment can begin with training and the increased accountability and responsibility that comes with a properly delegated task.

Go to <http://rpchr.com/online-e-learning.html> to learn more about our *Delegating* course and other leadership courses available in both classroom and online e-learning formats:

Essential Skills of Leadership
Essential Skills of Communicating
Hiring Winning Talent
Retaining Winning Talent
Coaching Job Skills
And more. . .

Quote for the Month:

Surround yourself with the best people you can find, delegate authority, and don't interfere.
-Ronald Reagan

With appreciation,

Ken Ivey
Results Performance Consulting, Inc.

Sources: *Delegating*, (2006), Vital Learning Corporation.

Harvard Knowledgebase, September 2004

Canton, James. The Top Ten Trends. Technofutures.

We encourage you to forward this communication to others.

Any room for improvement in your business?

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