

**WEDNESDAY, January 18<sup>th</sup>, 2023**

**12:00pm to 1:00pm ET**

## **Stop Micromanaging, Start Delegating**

**HOSTED AND PRESENTED BY:  
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**THE GREAT  
CANADIAN  
TRAINING & CONSULTING CO.**

# The Two Questions



- Is this the best use of my time?
- Is this the best use of my talent?

# Delegation Advantage

**10% Delegation = 20%  
Growth**



# Delegation Advantage

## BENEFITS/ADVANTAGES

- Allows you as a manager to achieve more
- Develops skills of team members
- Increases team involvement
- Produces faster, more effective decisions

## DISADVANTAGES/ WHY YOU DON'T DO IT

- May diminish your authority
- Afraid of the risk involved
- Don't want to seem bossy
- Takes too much time
- Employees aren't experienced/skilled
- You do it better

# Why Delegate?

## THINGS TO DO

- **Specify** the results expected
- **Explain** why you are delegating
- **Give** the necessary authority
- **Let** others know of the delegation
- Have **confidence** in employees

## THINGS NOT TO DO

- Delegate just **trivial** tasks
- Expect others to do the job as **well** as you can
- Delegate **haphazardly**
- **Check constantly**
- **Take credit** for results

# Characteristics of Effective Delegates

## Receptiveness

- Effective delegates are open to suggestions, willing to give other people's ideas a chance and allow employees to think creatively.

## Willingness to Let Go

- Delegates are not afraid to give decision-making power to team members.
- They trust workers to do their job in the best way they can without constant supervision.

## Willingness to Let Others Make Mistakes

- Delegates are patient with workers and think of them as human beings.
- Although they expect some mistakes, they do not hover.



# Characteristics of Effective Delegates

## Willingness to Trust Team Members

- Delegates know that if they can't trust their team members, delegating isn't going to work.
- They work to build their team members' skills and trust.

## Excellent Communication Techniques

- Delegates stay in touch and keep the communication lines open.
- Resist the temptation to take the job back to complete it personally.



# What Is Delegation?

## Deciding What to Delegate

You must do.

You should do, but someone else could help you.

You could do, but others could do if given an opportunity.

Others should do, but you can help out in an emergency.

Others must do.

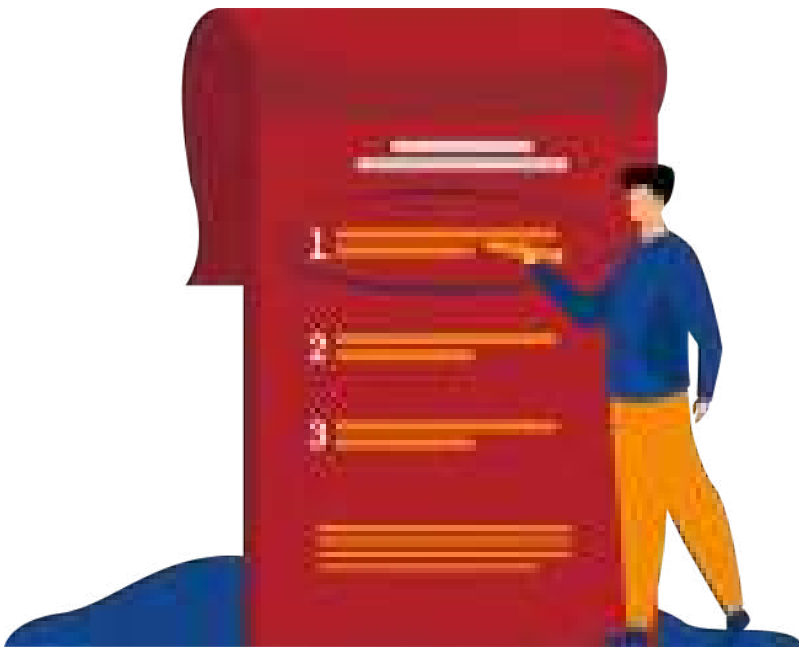


# Guidelines for Success

**When should you delegate some of your work?**

**What are some ways to prepare for delegating?**

- Draw up a list of **current job responsibilities**.
- List the **team members qualified** to take over each of these responsibilities.
- If there is no one to take over a responsibility, leave a blank space.



# Picking the Right Person

Task	Can This be Delegated? (Y/N)	To Whom Should it be Delegated?
	<input type="text"/>	<input type="text"/>
	<input type="text"/>	<input type="text"/>
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# Clearly Communicate - Four Steps

## Step 1

**Clearly communicate** and provide context on what they are being asked to do.

## Step 2

**Clearly communicate** performance standards.

## Step 3

**Clearly communicate** the level of support and ensure authority for the team member.

## Step 4

**Clearly communicate** commitment and recognition.

# Delegation Time



## Step One

Clearly communicate and provide context on what they are being asked to do:

- **What** specifically needs to be done?
- **When** should the task be completed?
- **What** are the consequences of the task not being completed on time for the organization?

# Delegation Time



## Step One

Clearly communicate and provide context on what they are being asked to do:

- **What** level of accuracy is needed?
- **How** does the task fit into the overall scheme?
- **How** many parts are there to the entire project?
- **Who** is working on other parts of the task?

# Delegation Time

## Step Two

Clearly communicate the performance standards that will be evaluated.

- **Exceeds expectations:** Completes assignments early and at a level that exceeds expectations
- **Meets expectations:** Completes assignments on time and at a level that meets expectations
- **Minimal expectations:** Completes assignments but they may be late or below expectations



# Delegation Time

## Step Three

Clearly communicate the level of support and ensure authority for the team member.

- What resources are available and who can help them with the task?
- What assistance and availability can you provide?
- Delegated authority lets the team member spend, direct, seek assistance, or represent the department.



# Delegation Time



## Step Four

Clearly communicate commitment and recognition.

- Obtain obligation and commitment from the employee for the delegated task.
- Be sure to notice the employee's performance.
- If recognition is never forthcoming, they will decide that good performance doesn't make any difference, and others will not be motivated to accept delegation either.



# Giving Feedback

## The Importance of Feedback



- Feedback is a **critical element** of the performance management process.
- Telling people when they are working well or when there is some room for improvement takes **professionalism, tact**, and an **intent** to help your employees grow.
- People actually **want to know** how they are doing!

# Intent

How do you want them to feel? Bigger or smaller?



**What do I want this feedback to do?**

- Collaboration
- Trust
- Growth



**Conscious intentions**

- Discuss performance issues, not the person
- Focus on the future, not the past
- Find mutual purpose
- Soft on the person, hard on the problem

# Validate the Motivators



**What keeps us going in the workplace?**

## **Achievement**

- Has a strong need to set & accomplish goals
- Meaning and purpose are important
- Likes challenges
- Prefers to work alone

# Validate the Motivators



## Affiliation

- Wants to belong to the group
- Favors collaboration over competition
- Does not like high risk or uncertainty
- Team player

# Validate the Motivators



## Power

- Feels more comfortable when in control and/or influencing
- Enjoys competition and winning
- Enjoys status and recognition
- Needs responsibility

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**Deciding  
what to  
delegate is  
a simple  
2x2  
evaluation**

**Individual Readiness (Skill / Will)**

		<b>Task Importance / Urgency</b>	
		<b>Low</b>	<b>High</b>
<b>Individual Readiness (Skill / Will)</b>	<b>High</b>	<b>Delegate</b>	<b>Delegate &amp; Monitor</b>
	<b>Low</b>	<b>Delegate &amp; Monitor</b>	<b>Do Yourself, Don't Delegate</b>

# Upcoming Webinars

**February 14, 2023**

**Essential Soft Skills You Need to Master**

**March 10, 2023**

**How to Be a Leader, Not a Boss!**

**April 20, 2023**

**Be a Great Presenter with Microsoft PowerPoint and Presentation Skills**

**May 16, 2023**

**10 Cool Features You Should Be Using in Microsoft 365**





# Upcoming Classes

## Software Training

**January 30, 2023**

**Outlook Level 1 (Basic)**

**February 2 & 3, 2023**

**Creating Accessible Documents  
in Microsoft Office**

**February 15, 2023**

**Become a Great Team with MS  
Teams and Team Building**

**March 28 & 29, 2023**

**Becoming a Pro with Power BI**

## Professional Skills Training

**February 7, 2023**

**Business Writing That Works**

**February 10, 2023**

**Conflict Be Gone! Navigating Difficult Conversations**

**February 15, 2023**

**Become a Great Team with MS Teams and Team  
Building**

**February 27, 2023**

**Take the Stress Out with Great Time Management**



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