McCombs Career Webinar

Thursday, August 22
Effective Delegation

Presented by
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Agenda

- Introduction
- Powerful Time Management Tools
  - 11 keys to effective delegation
- Questions and take-aways
Most Powerful Time Management Tool?

Poll Question
Most Powerful Time Management Tool?

“NO!!!”
Second Most Powerful Tool?

Delegation
1. Focus on High Value Activities

- Pareto Principle
- Zero-based thinking
- Hourly Rate
2. Do What YOU Do Best…

…and Delegate the Rest!

- What are the things that you, and only you, can do?
  - Hint: “Everything” is not the answer
- Do things that you do well
- Don’t do activities below hourly rate
3. Delegate Based on Competence

- **Can the person do the job?**
  - Hint: They don’t need to do it as well as you... at least not to start.

- **Be patient and let them gain competence**

- **Balance your interested with the interests of the employee**

![Image with stick figures and handwritten notes discussing delegation and competency.](image-url)
4. Define the Task Clearly

- Set clear expectations
- Communicate with clarity
- Focus on intended results and outcomes
- Lock in understanding
- REALLY focus on the WHY
5. Set a Deadline

- Sets expectations
- Establishes a sense of urgency
- Do not leave open ended
- Be specific with dates and times
- Allow a BUFFER to review, make changes and still meet your deadline
6. Establish Milestones

- Gauge progress
- Critical for staged projects
- Applies to routine processes as well
7. Agree on Resources

- Ensure appropriate resources are available
- Define and get agreement during planning stage
8. Agree on Consequences

- Both positive and negative
- Meaningful
- Motivating
- Reward for good results
- Follow up on agreement
9. Put it in Writing

Converts understanding into COMMITMENT

- Service Level Agreement
- Lock in agreement
  - Communication
  - Understanding
  - Expectation
10. Inspect What you Expect

DELGATI ON is not ABDI C ATI ON

- Monitor and measure progress
- Catch and fix problems before they become serious
11. Utilize Task-Relevant Maturity

Adjust your management style

“I like things to be done my way but by somebody else.”
Task-Relevant Maturity

Strike a balance between:

- Resource competence
- Experience
- Task difficulty
- Task importance
3 Levels of Task- Relevant Maturity

- **LOW:** Individual has little experience

- **MEDIUM:** Individual has some experience; judgment and knowledge is developing

- **HIGH:** Individual has a lot of experience; nearly a subject matter expert; trust is established
Low Task-Relevant Maturity

Use **Directive** style of delegation:

- Fully explain task, intended outcome and required resources
- Provide the steps
- Employee clarifies understanding
- Employee documents task understanding
- Monitor progress and provide feedback
- Stop and re-assess

Objective: confident, competent, effective employee
Medium Task-Relevant Maturity

Use **Management by Objective** style of delegation:

- Clearly explain goals and objective of the task
- Employee provides plan
- Review plan and establish consensus
- Employee documents task understanding
- Employee executes plan
- Monitor progress and provide feedback
- Stop and re-assess
- Employee provides modifications for next time

**Objective:** confident, competent, effective employee
High Task-Relevant Maturity

Use **Leadership** style of delegation:

- Clarify **objective**, outcome
- Employee is **accountable**
- Grant employee **authority**
- Employee **documents task understanding**
- Step aside
- Stop and re-assess
- Employee **provides modifications** for next time

**Objective:** independent employee
Time Management Tool Recap

1st Most Powerful Tool?
- NO!

2nd Most Powerful Tool?
- Delegation
  - Focus
  - Do what you do best
  - Competence-based
  - Define the task
  - Set a deadline
  - Establish milestones

- Resources
- Consequences
- Write-it-down
- Inspect
- Maturity
Questions and Take-Away

To get the benefit of your investment today:

1. Commit to taking action  
   (knowledge vs applied knowledge)
2. What was your KEY take-away?
3. How will you apply it?
4. What ONE TASK will you commit to delegate right now?
Special Offer For Attendees

Complimentary 1 hour “Boost Your Productivity” Delegation Diagnostic Session

Once you have completed this session, you will have a clear understanding of:

- Which activities to delegate
- How to delegate
- How to leverage your resources
- Focusing your time and effort on the most valuable activities

SIGN UP TODAY!
Thank You!

The recording of today’s presentation, along with the PowerPoint slides, will be available on our Career Resources web page by early next week:

http://www.mccombs.utexas.edu/Alumni/Career.aspx

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