

### Blueprints for Managers

Is a unique and comprehensive approach to help develop managers and supervisors. Providing the foundation, strategies, and tactics to better manage and lead their employees.

### Foundational Blueprints

In leadership, your belief system, attitudes, perceptions, and past experiences have a direct affect on how you lead others. Your Foundational Blueprints are areas to learn and grow, developing a strong leadership base or foundation to stand throughout your career.

### Strategic Blueprints

In management, strategy is the thinking process required to plan a change, or to organize something. What are the cause and effects of your management decisions? Strategic Blueprints are vital to the long term success of your organization and career.

### Tactical Blueprints

In management and leadership, Tactical Blueprints are the "who, when and where outlines" for obtaining your strategic goals. Managers need tactical plans to measure their successes.



# Blueprints

## FOR MANAGERS

## 12A - Delegation: Getting More Done With Others



- Six steps to high-functioning delegation
- Duplicate the best in you
- Creating accountability with your team members

### WHAT OTHERS HAVE TO SAY ABOUT DELEGATION

*"The first rule of management is delegation. Don't try and do everything yourself because you can't."*

*Anthea Turner*

*"Give up control even if it means the employees have to make some mistakes."*

*Frank Flores*

*"You can delegate authority, but you can never delegate responsibility for delegating a task to someone else. If you picked the right person, fine, but if you picked the wrong person, the responsibility is yours -- not theirs."*

*Richard E Kraffe*





## Session Learning Goals

- 1) Six steps to high-functioning delegation
- 2) Duplicate the best in you
- 3) Creating accountability with your team members

## Session Opener - Foundational Ideas:

What are the benefits of effective delegation?

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What are some of the reasons why managers don't delegate more often?

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Please share a successful or unsuccessful delegation example you've experienced.

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## Pre - Video Monkey business

When your delegated assignments hit a brick wall, your team members can approach you with their challenges. As their manager, you have one of three options when this happens:

### 1) Buy it Back from the original person - Allows that monkey to jump on you!

Let me think about it.  
I'll check with...  
I'll let you know when...

**Results:** Delegation is negated, stalled and the assignment remains with you.

### 2) Put it in Limbo - Allows that monkey to get lost!

Send me a memo...  
Why don't you check with...  
See me later about this...

**Results:** Process is slowed, decisions are delayed.

### 3) Establish Accountability - Keep that monkey on their shoulders so you can accomplish more and further develop your people. Use Non-Directive coaching questions.

What are you going to do about...  
What are your plans for...  
I know you can do...  
I gave it to you because...

**Results:** Delegation is clearly shifted back to the original person.

**Until now**, what has been your usual monkey business?

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## Delegation to Empowerment

1. Trying to do everything yourself is the biggest \_\_\_\_\_ (a) of time.
2. Video definition: Empowerment - distributing decision making powers to those who are more familiar than you are with specific problems. Making them responsible for finding solutions.

### Why - What - Who - When - How - Where

3. What should I give to my team? Make a list of what you are doing and time it takes for a two week period. Ask, what I am doing this for? Can someone else benefit or learn from doing this task?
4. Who is the right person? Identify employee \_\_\_\_\_ (b) and weaknesses and think about the requirements of the job.
5. Look for clues to make a good \_\_\_\_\_ (c) for tasks.
6. When - Consider their attitude and workload before delegating.
7. When you start empowering people both you and your employees can move on to bigger and better things.
8. Developing your team gives you more time to grow your own \_\_\_\_\_ (d).
9. How - Trust them, follow up and follow through on assignments. Coach the “why” it’s important and who it benefits.



## Summary of Six Questions of Delegation:

### 1) Why?

- Concentrate on jobs where you're needed.
- Your career development.
- Provides challenge and career growth to employees.
- Maximize your team potential.

### 2) What?

- Routine tasks, record keeping, training responsibilities, ordering supplies, preliminary reports, tactical and strategic projects, etc...

### 3) Who?

- Employees whose strength match the job requirements.
- Those showing a willingness to take on additional responsibilities.
- Those with interests that complement the job duties to be delegated.

### 4) When?

- Evaluate employee workloads.
- Determine employee readiness.
- Consider delegating when you're given a new assignment.

### 5) How? (Refer to page 6, Delegation Blueprint, for more details)

- Explain the reasons you're delegating a task to employee.
- Provide them with the info they need to make informed decisions.
- Allow them to do the job in their own way.
- Follow up on their progress and offer feedback.
- Through "Non-Directive" coaching technique.

### 6) Where?

- Everywhere!



### GROUP DISCUSSION OF KEY IDEAS FROM PRESENTATION



List what you think are the most important ideas from the presentation and how you can apply them to your role. Share your thoughts in small groups.

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How does your natural behavior play a role in your ability to implement your key ideas?

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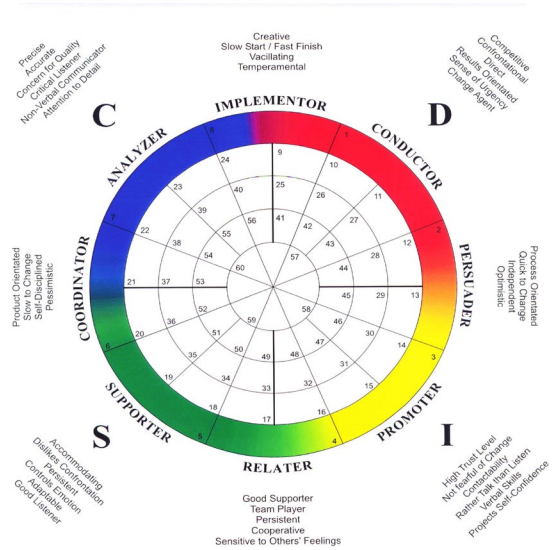
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- a. waste
- b. strengths
- c. match
- d. career



## Blueprint #1 - The “How” of Delegating:

**Important:** You are entrusting responsibility, granting authority and creating accountability for results, BUT you are still ultimately responsible for everything as their manager.

**After answering the 6 questions: (Why, What, Who, When, How and Where)**

The following 6 steps will help you clarify the “**How**” of delegating.

**Step#1** is to answer the questions, “**What’s in it for them**”? How do they benefit from this project, assignment or responsibility? Will this help develop them for a future role and compliment team objectives? This helps you in your communication with your employee, to find win-win solutions and get buy-in. Remember to begin on a positive note.

**Step #2** is clearly **define the results** to be achieved in the project or responsibility. Do not explain how to do the job but maintain a focus on the end result. Know their skills and abilities, use “Non-Directive Coaching” technique if needed.

**Step #3** is to clearly **define the rules, limitations and parameters** that everyone must operate in order to bring the assignment to a successful conclusion. For example: If this project’s expenses are under “x” amount then you have a green light, if it goes over “x” amount, get my approval. This assures that you are granting sufficient authority.

**Step #4** is **define specific and measurable performance standards**, or conditions that must be met in order to make the project a success.

**Step #5** is to show that you have **trust and confidence** in their ability to get this done. Ask for a plan of action to review.

**Step #6** is to schedule a series of “**follow-up**” **meetings**. Offer helpful suggestions and ideas, check on the progress of the project. Confirm that help is available. Remember, if you don’t inspect what you expect, then don’t expect what you expect.





**Blueprint #2 - Reviewing the Delegation Process:** Referring to the delegation project you shared at the beginning of this session, review all of the materials and blueprints and answer the appropriate question.

If your experience was positive, which of the Blueprints/steps made it successful?

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If your experience was negative, which of the Blueprints/steps were not taken, and how could you have improved the outcome by following these steps?

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**Blueprint # 3 - Excuse Killer:**

You, as a manager, are trying to delegate a task/project to an employee who does not want to undertake the assignment. List three reasons (excuses) they may give to not agree to take on the delegation task/project.

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Next, share your answers above in small groups. Eliminate duplicates and choose three of the best reasons. Share these results as instructed.

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Consider the three reasons you have been assigned. Working as a group, develop management responses to each of the reasons given for not wanting to take on the task/project. List your responses below:

Responses to Reason #1:

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Responses to Reason #2:

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Responses to Reason #3:

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**Blueprint #4 - Delegation:** Think about your own job and a project you would like to delegate to one of your colleagues. Write an outline of the project you want to delegate. Next, work through the first five steps of the six-step process to plan how you will delegate this effort.

PROJECT OR RESPONSIBILITY TO BE DELEGATED:

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PERSON TO WHOM IT WILL BE DELEGATED:

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STEP ONE: What's in it for him/her? This will help sell the idea.

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STEP TWO: Define the results to be achieved.

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STEP THREE: Clearly define the rules, limits and parameters.

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STEP FOUR: Determine the performance standards that will exist when the project has been completed satisfactorily.

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STEP FIVE: How will you express your trust and confidence in your team member?

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Now you are ready to meet with your colleague, communicate the delegation task/project and ask for an implementation plan.



**Blueprint #5 - Delegation Reality Practice:** Role play a workplace delegation project with a partner. Coach through a valid excuse that your practice partner creates in this scenario. Make sure all six steps are covered.

STEP ONE: What's in it for him/her? This will help sell the idea.

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STEP TWO: Define the results to be achieved.

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STEP THREE: Clearly define the rules and limits.

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STEP FOUR: Determine the performance standards that will exist when the project has been completed satisfactorily.

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STEP FIVE: How will you express trust and confidence in your team member.

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Ask for a plan of action. Yes or No

STEP SIX: Schedule a series of "follow up" meetings. Yes or No



**Blueprint #6 - Delegation Template:**

PROJECT OR RESPONSIBILITY TO BE DELEGATED:

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PERSON TO WHOM IT WILL BE DELEGATED:

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STEP ONE: What's in it for him/her? This will help sell the idea.

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STEP TWO: Define the results to be achieved.

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STEP THREE: Clearly define the rules and limits.

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STEP FOUR: Determine the performance standards that will exist when the project has been completed satisfactorily.

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STEP FIVE: How will you express trust and confidence in your team member.

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Ask for a plan of action. Yes or No

STEP SIX: Schedule a series of "follow up" meetings.

Dates: \_\_\_\_\_

Time: \_\_\_\_\_

Place: \_\_\_\_\_

# My Personal Blueprint for

Delegation for Managers



Name: \_\_\_\_\_ Employer: \_\_\_\_\_

Date: \_\_\_\_\_ Manager's Name: \_\_\_\_\_

I plan to **implement**: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

The expected results for our organization, workgroup and personally include:  
\_\_\_\_\_  
\_\_\_\_\_

**Specifically**, I will \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Measurements** for success include (e.g. lower costs/increase retention/revenue targets/quality)  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Attainment** requires (e.g. staff/budget approvals) \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Relevant** to Company Goals, \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Time-based** plan is to be started by, evaluated by and accomplished by:  
I will start this goal by: \_\_\_\_\_ I will evaluate this goal on: \_\_\_\_\_ I will complete this goal by: \_\_\_\_\_

**Action Steps** to be taken include:  
1. \_\_\_\_\_  
2. \_\_\_\_\_  
3. \_\_\_\_\_  
4. \_\_\_\_\_

I/we need the following people/materials/resources to reach this goal: who, what, when & where:  
\_\_\_\_\_  
\_\_\_\_\_