



Project Name: **16462 Management Training: Day 4**

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Writer: Jillian Konst

Expert: Robin White-Moore

This Management Training covers the following:

- Time Management
- Effective Delegation
- Train Your Staff
- Q and A

## **1 Time Management**

Managing yourself to get the most out of your time

What DEMANDS your time?

- Deadlines
- Phone calls
- Interruptions
- Voicemail/pagers
- Memos
- Family
- Meetings
- Reports
- Exercise

Uncontrollable Time - Crisis Management & Interruptions

How do we know our most important tasks?

- Prioritize
- Do what makes your company money first!

Prioritize our life and work

What are some practical techniques to help you manage yourself more effectively?

What type of Leader are you?

- Directing
- Coaching
- Delegating

## **2 Delegation**

- Never put off until tomorrow what you can get somebody else to do today
- The heart of delegation is developing and growing people
- Delegation is a process that allows people to be not only who they thought they could be, and they can be better than they thought they could be
- At the end of the day, do you feel like you were busy, but not effective
- Cause people to be an extension of your capabilities and talents
- If they work for me, I work for them

Why should we delegate?

- To extend your capabilities through other people - get more done
- Someone else knows more about it
- Delegate those things that can be done at an administrative level and create time for mid and long range planning
- Teaching elements of my job so I can take on new responsibilities

To keep others from passing you by - keep developing your own skills - People Skills

- Maximizes the use of personnel resources
- Builds confidence and pride in the delegatee
- Achievement can only happen when there is challenge
- Delegate Meaning and Significant work

Reasons we don't delegate

- Perfectionism
- Overburdened
- We were given it to do ourselves
- Lack of innate ability

- Beyond their job description
- We may lack confidence in our subordinates
- If we allow this we are limiting ourselves
- We can do it faster

#### Delegation is not Dumping or Puppeteering

- When to delegate
- How to delegate
- When the boss muddles in their business, they are giving the responsibility without the authority (Passing the buck or Punishment)

#### Delegation guidelines for the manager

- Pareto Principal
- What to Delegate
- Urgent /Important Matrix
- What not to Delegate

#### What NOT to Delegate

- Performance appraisals, promotions, discipline, dismissal
- Staff development
- Praise
- Motivation
- Team building
- Policy making
- Assignments that were delegated to you

#### Identifying Unnecessary Tasks

- Is this a task we've "always done" that nobody really uses anymore?
- If anyone does use it, how does it help them?
- Is there another way to provide this same information?
- Does someone else provide the same information in a different format?
- What are the costs?
- What would happen if we eliminated it?

#### How to Delegate

1. Make a list
2. Prioritize the tasks
3. Check ones you can delegate
4. Analyze your people
5. Technology (memos, emails, text, IM's)
6. Deadline
7. Praise and Reward
8. Follow up Assessment

#### Assessment

- What is your opinion about the project?
- What did you like/dislike?
- Would you be willing to coach them?
- Could we make improvements?
- Who do you think could do the task next time?

#### When You Delegate Be Sure Employees

- Know your expectations
- Know how to achieve those expectations
- Have the authority to achieve those expectations
- Give deadline

#### Accountability

- Praise the behavior you want repeated

- If high performance is not being praised and recognized, then what is being praised and recognized
- When something goes wrong - Train or re-assign

#### Responsibility

- Assigning to others full ownership of the results to be achieved

#### Trust your people

- Become an excellent delegator
- By delegating the desired result
- Then get out of the way

#### Delegator's Dozen

1. Set a clear objective
2. Select the Delegatee
3. Train the Delegatee
4. Get input from the Delegatee
5. Assign the project or task - and a deadline
6. Provide necessary guidance
7. Make a delegation contract
8. Establish controls
9. Maintain Controls
10. Provide Feedback
11. Identify Lessons Learned
12. Evaluate Performance

Our Success is directly dependent on the success of those for whom we are directly responsible

Our Success will be Determined by, Measured by and Magnified by the success of each and every one of the people we supervise

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