Master the Art
of Great Delegation

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Kirsten E. Ross, MHRLR, SPHR is a transformational speaker. Her workshops and keynote addresses are rich with proven strategies that can be implemented immediately to enact change in life and work. Her fun and high-energy style has received rave reviews from participants who often marvel at her ability to simplify complex information while making the event entertaining.

For more than 20 years Kirsten has worked with passionate leaders in privately held companies, family businesses and non-profits. Her insightful approach has helped participants and clients ignite their teams and align them with a clear mission, learn to speak with tenacity, empower them in their lives and work, improve leadership and accountability and ultimately customer service and productivity.

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Great Delegation For Maximum Motivation

“Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.” George S Patton

“No person will make a great business who wants to do it all himself or get all the credit.” Andrew Carnegie

I have worked with many business owners and leaders and it is a trend I see so often. Many high-powered individuals just CAN NOT delegate! Does this sound familiar?

• You are overwhelmed and fighting to find time to work ON the business rather than in it but can not seem to make it happen.
• Your business has becomes all-consuming as family time decreases and vacations go away.
• There is no longer time for socializing or exercise.
• You started your business with this vision of wonderful difference you would make in this world but now just feel stuck in the muck of tasks.
• You have a team now but you just can’t seem to get them to do what you want or don’t trust that it will be done right unless you do it yourself.

If this is you, there is hope! You can reclaim your life and catapult your profits. This book will break delegation down into all of the important basic steps, will give you techniques to help you follow each step effectively and will talk about some issues to avoid that make great delegation impossible.

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Why is Delegation So Important?

Yes, delegation is about getting more things done. But it is more than that. It is also about cultivating a team of employees who are playing big and are fired up about your mission. A key part of your job is to motivate and inspire your team and then allow them to participate in your vision.

If you are a leader locked in the “I'll do it myself” syndrome, you have a plethora of justifications for why things need to be the way they are, I am sure. You know deep down that you need to be a better delegator. But true objective analysis of the situation not withstanding, you are good to go the way you are.

Let’s do a quick reality check on just some of the negative outcomes you are creating by being a poor delegator. Without a thorough look the pain of staying the same will continue to be less and you won’t make the change.

- Decreased Employee Morale
- Higher Turnover
- Overwhelmed Boss
- Less Effective Boss
- Lower Profits
- High stress environment
- Frustrated employees
- Missed deadlines
- Lower motivation,
• Hidden mistakes
• Less productive employees
• Higher Performers leave while slackers tend to stay
• No life balance for the leader

Great Delegation – The Six Simple Steps

It sounds so simple, just tell people what to do. To achieve great delegation you need to have the right environment, be the right kind of delegator and follow ALL of the important steps. It’s such a key element to running an effective business but no one taught us how.

It is an area that many leaders have difficulty with. It’s hard to relinquish that control. Often leaders I work with feel discouraged because they do not get the results they are hoping for when they ask their team to take on a project or task. Often, they decide it is easier to just do it themselves.

The problem is this sets a precedent with the team. “I don’t need to do a thorough job. My boss takes over and finishes anyway.” Or, “my boss double checks it anyway. I don’t really need to worry about getting it right.” Or, worse yet, “Why bother starting it. She ends up taking it back and doing it anyway. I’ll just wait for that to happen”.

You’ve heard it before, “We teach people how to treat us.” Even when you have the best of intentions, you can end up creating a culture that isn’t the most effective. And, if this is how you are living in your business, I am sure that your team
members are feeling frustrated and mistrusted and you are feeling angry and overwhelmed.

I work from the assumption that most people do want to do a good job and like feeling that they are. If you are not allowing your team to function at their highest potential you are robbing them of the opportunity to feel fully successful. Employees who are not able to feel successful end up feeling frustrated and resentful. Not the optimum emotions for a great working environment. Delegating work that stretches the capabilities of your team will catapult their success, fire them up and will create an environment where excellence is the standard.

You really need to create a culture where your team members feel fully accountable for their work and have every opportunity to excel. You also want to foster a no excuses or just get it done mentality. And, like everything else we’ve been talking about, it begins with you. You need to do some reality checking to see what part you are playing in creating a culture where it is okay to give it less than your all.

The good news is that there is a simple process to delegating that we are going to cover in this chapter. And, I am almost positive that you are missing at least one of the important steps, because every leader I’ve ever worked with, and there are many, has been missing at least one of these key elements. So, it is possible that, by making a small tweak, you will transform your delegation style and will begin to feel more empowered and less overwhelmed.
The goal for you is to delegate well and then let go. We will go over the simple steps to take. If you are already starting to feel a panic attack coming on or are thinking that your entire business will fall down in shambles if you let go of your activities, don’t worry. We’ll create a step by step process that allows you to take only baby steps, if necessary to get to where you ultimately need to be. You can start practicing these techniques by delegating some teeny, tiny tasks. If you follow each step correctly you will experience success. Take note of that success and then delegate some bigger, more important tasks. As you feel success with those, delegate bigger tasks and projects. Before you know it you will be confidently delegating tasks left and right.

Here are the six simple steps in order:

# 1 What

Specifically what is it that you will delegate? Take time to get clear for yourself so that you can succinctly communicate it to your team. Is it an entire project or is it one task? Where does this fit in the scope of your business? What outcome will it create? What difference do you need to see? What standard of quality needs to be met?
# 2 Who

Select one person on your team who will be 100% accountable for making sure that this task or project gets completed. This person may not be the only one working on the task. They may not even be the one actually doing any of the work. But, by delegating to this one person, you are assuring that he or she is fully accountable for making sure that it is done on time and correctly. And ultimately, this is what you want. If multiple people are accountable, there is too much opportunity for finger-pointing or passing the buck, “I thought she was going to do it.”

Sending a blanket delegation to your team is like a bride throwing a bouquet. You don’t want to turn your back, close your eyes and toss. You are leaving it to chance that someone will catch it and go. Sometimes this works but sometimes it just falls to floor. Instead, you want to treat delegation like the Olympic Torch runner. You want to pass the task to one person who will be a good steward of the responsibility. And once passed, you must let go. The last torch runner does not run along side, does not continue to hold on. No. They pass it and stop. Go on to the next thing.

I always use the term, “moving it off your plate.” And that is the goal. We want to completely take the task or project off of your plate and out of your brain space. You must completely let go. If you are still worrying, wondering, thinking, brainstorming, considering, perseverating, asking about or anything else with regard to a task or project you have
delegated, then you have not fully let it go. Ultimately, you are leaving yourself accountable. It’s still on your plate and your team knows it. You can not create a new culture without changing yourself. Begin now.

If you are thinking that there is no one on your team qualified to take on this project or task then it is time to do some reality checking. Really? You are truly the only one capable? Have you made poor hiring choices or have you failed to invest in appropriate training? If you are really ready to transform your business, the answer can no longer be, “they can’t do it.” The time is here. You must fix it either by changing your mindset, immediately or over time, by training existing team or by starting from scratch.

Your success depends on your ability to trust your team members. The Lone Ranger can not accomplish as much as a General with a platoon of soldiers.

# 3 How (Optional)

This portion is optional. If you are delegating to a seasoned team member they may already know how to do the job. It may come off as condescending for you to provide the step by step instructions. However, if you are delegating to someone new to the work, it may be necessary to provide some detail. Where will they get the information, what phone numbers will they need to call?
Remember, the ultimate goal of great delegation is getting the job done efficiently and done right.

Unfortunately, I have seen some leaders actually get a kick out of watching their team struggle with a project. Often this is an ego thing. If this is you, it is not effective! You are letting your ego win and your business lose. Stop! Communicate with clarity and everybody wins!

# 4 By When

Make sure to communicate a specific deadline. Giving a task and saying, “get this done when you can” does not communicate a sense of urgency. If you are delegating with this kind of language no wonder you are feeling frustrated. “When you get a chance” rarely leads to project completion. Think about it, how many things do you have on your to do list that you’ll get around to someday. Does someday ever come? “When you get a chance” leaves it to chance.

You may have great intentions. You want to be to be nice or to acknowledge that you know your employee is busy. Or, maybe you really want them to know that they can prioritize the work in themselves. Ultimately, though, what they are hearing is, “this is not a big deal.” And you end up feeling like you can’t delegate anything because your stuff never gets done. Providing a deadline, on the other hand, communicates the appropriate sense of urgency and will help your team make an informed decision about how the new work gets prioritized.
If you are delegating a larger project, create some intermediate deadlines along with the final deadline for the entire thing. That way you can feel confident that the team is making consistent progress.

# 5 Create a Communication Loop

This step is the one most often missed in the delegation process. And it is a very important, especially as you work to build your delegation muscle. When you delegate the task and deadline you must also create a communication loop requesting the delegatee to provide you with updates at specific intervals.

You want to off-load this part of the process. If you don’t, you have not fully delegated because here is the scenario you end up creating: On Monday, you ask someone to do a project. You tell them the deadline is one week from this Thursday. By Friday, you will begin thinking to yourself, “I wonder how they are doing on that project. Man, I really hope that they get it done on time. If they don’t, it will really mess up ……fill in the blank “. You begin to think about it and worry more and more. Finally, you go to your employee to ask them, “how is that project coming?”

The problem is two-fold: One, you are still taking up your brain-space thinking about the project. You have not fully offloaded it. You still actually own it. Your thought energy is still being utilized on this project that should be done by someone else. And, two, when you constantly go to your
employees to ask or remind, you are setting a precedent that they don’t really need to worry about the project at the time you delegate it. You will remind them, you will ask, you may even end up offering assistance. This creates a scenario where your initial communication will not create the call to action. Your team will wait for the reminder or the jump-in from you. That becomes the trigger.

As an alternative, tell your delegatee, “the project is due a week from this Thursday. By Friday I want you to send me an email detailing the progress you have made. On Tuesday, we will sit down for 15 minutes to cover where you are and any support you need from me or other team members.”

Now, you can sit back and relax knowing that the employee is fully accountable for the project and for providing you with updates. You do not need to ask. The project is officially and fully offloaded!

When you first start to delegate this way it may feel very uncomfortable to let go and wait for updates. If this is the case, don’t give up, just take a smaller step. Make the intervals between updates shorter. If you need an update daily, set that as the standard. Slowly you will build confidence in yourself and in your team. The more success you experience with delegating the easier it will become. Soon you will be delegating and requesting very few updates. You will have set the stage for an environment where your
team is fully accountable immediately and you are comfortable and confident in their abilities.

# 6 Offer Your Support Up Front

As part of your No Excuses campaign, you must offer your support up front and then let it go.

Make it very clear that an excuse like, “I couldn’t get it done, I didn’t have time”, will not fly. The accountable employee must inform someone if they are falling behind and must ask for assistance. This assistance can come from you as long as the request is initiated by the delegatee.

So, during the initial delegation communication you will tell the employee that they must ask if they need help and that they are welcome to ask you or any other staff members.

If an employee fails to follow through then you must follow through with the consequences available to you; your discipline process and/or performance improvement plan. Send the message that excuses will not be tolerated.

Summary

In concept great delegation seems like a simple goal to obtain. Without intentional focus on the six simple steps, however, you will not achieve greatness. Focus on each of the six key steps and you will be on your way in no time!
Saying it is simple does not make it so. Often the leaders I work with have barriers that make great difficult to achieve. Let’s take a look at some of the most common barriers, what they look like and what to do to work around them.

**Common Barriers to Great Delegation and how to Hurdle Them**

If you are following the steps above but still find that the delegation is not creating the results you want, it is time to do some soul-searching. Most leaders I work with fight me on these issues. Almost without fail, they are able to justify why each and every item on their task list can not be delegated. There is a rhyme or a reason for everything. These can be difficult barriers to move through. But, the bottom line is, if you keep doing what you’ve been doing you’ll keep getting what you’ve been getting. To make a change you have to make actual change. If you keep believing in your justifications and don’t make change everything will stay the same. You’ll stay overwhelmed, you keep working in the business instead of on it and your business won’t reach its full potential.

You must look objectively at each of the key issues and take action. If you take no action and you know that your excuses are just those, excuses. This is probably a growth opportunity for you so push through!
From my experience, delegation issues boil down to these main barriers. Let’s look at each and find some solutions to make your work-life more fulfilling! Remember, the key is to look at each one objectively. Don’t let your stories get in your way!

**Control Issues:** You have a fear of letting go. You feel like you must provide your input or everything will go awry. You have to know what’s going on at all times.

**What it looks like:** You constantly ask team what they are doing. You want to know minute details that really don’t matter much. You are unable to give your team the autonomy to complete even the smallest task or make even the smallest decision without your input.

Even when you delegate a task you end up taking it back or jumping in to rescue. Fear grips you if you don’t. Your team members may not even start projects you delegate because, why bother?

You hire a professional and then proceed to tell them exactly how to do their job. Require them to do what you’ve done in the past. You end up with no change because you are limiting them to your knowledge base rather than tapping into theirs. Then you feel frustrated because you are paying for someone who is not adding value.
What it feels like: You feel overwhelmed and your team feels mistrusted and frustrated. You are like an anchor weighing the team down and slowing progress.

What you can do: Start slowly. Pick some very small tasks in the office and follow the delegation steps diligently. Do not step in no matter what. Bite your tongue, sit on your hands. Do whatever it takes. And when your team completes the task, take note. Start creating a mental list of successes in your head or even one on paper. As the list of successes grows so will your confidence. You can let go! Things will get accomplished without you. More will get accomplished without! You will start to feel some freedom from your grip of fear and will enjoy spending more time in your sweet spot. Begin to delegate bigger and bigger tasks. Then move to some projects. Each success is a step in the right direction. Celebrate your progress!

Perfectionism: You envision one specific way that things should be done and one specific outcome, regardless of the task or project. There is no wiggle room. One way or no way. While excellence should always be the standard, sometimes there are more ways to reach it. Perfection is not realistic and is often the culprit of control issues. You can’t let go because they might not do it exactly as you would. I always think of the mom who complains that she has to do all of the laundry because no one will fold the towels the way she wants. She stays stuck folding towels while her kids miss out on the opportunity to feel responsible and learn a life skill.
What it looks like: Nothing is ever good enough. You feel like your team members are inept because they don’t meet your standards but you can’t ever get there either. Something is always wrong. You are always jumping in to take over. Negative energy and disappointment abound.

What it feels like: Fear is the result. Fear that things will not be good enough. Frustration that no one can get there. Blame. Your team feels paralyzed and frustrated. They can’t do anything well enough, why bother? You feel overwhelmed as more and more falls on your shoulders. And you feel frustrated because nothing is ever right.

What you can do: Perfectionism can be a tough one to let go. There are often many layers of fear. It often requires many baby steps of slowly practicing being okay with good enough. Use the affirmation, “everything is happening as it should.” Practice releasing tasks and pulling away from the process. Do some reality checking and pros and cons assessments around the extra energy of shooting for perfection and being frustrated about not reaching it vs. the reality of things being okay as they are. What do you really lose is something is not done just so?

Your Team Lacks Proper Training: You’ve done the reality checking. It isn’t that you are afraid to delegate. It really is that your team members do not have the skills to complete the work that you need done. They are
willing and want to help, they work well together, they have good positive attitudes and the ability to learn. You just have not invested the time or resources necessary to train your team.

**What it looks like:** It looks like you doing all of the work or some things just not getting done because no one has the skills to do it. It looks like all the best intentions without any of the desired results.

**What it feels like:** You are not as productive as you could be and neither is your team. It feels like constant barriers to getting things done. Your team is frustrated because they believe in your mission and want to help. They are just unable to help as much as they would like.

**What you can do:** Get them trained. Take a step by step approach. Create a list of skills required for each position and document who needs what to be fully functional. Prioritize the list by the training that is most necessary and figure out a way to get it done. Do it yourself or send them out to get the knowledge that they need. If you have great team members then you want to invest in their success. Great team members eventually burn out if they can not feel successful. And they can not feel successful if they do not have the skills to do their jobs well. Remember, their success means your success.
You don’t have the right team: You’ve done the reality checking and it’s not your fears or control issues that stops you from delegating. You’ve done a thorough job with the checklist and have determined that you do not have the right team in place. You can not delegate because they can not do the work. Maybe you have provided the right training and they just don’t get it. Or maybe they are missing that heart to serve and do not have the ability to care about your customers the way you need them to. They are unable to see what needs to be done or take the initiative. Or maybe they are defensive and just don’t want to take anything new on.

What it looks like: Chaos. You tell your team to do something. They don’t respond. Or, maybe you are to the point where you won’t even try to ask for anything to avoid the attitudes. You are basically a lone ranger in a sea of team. There is little coordination between you and them. They just do their own thing and you try to avoid contact. Or you ask for things and are ignored or experience conflict.

What it feels like: It feels like you have no power in your business. You are frustrated. Your team members either realize they are not right and worry or don’t care and act defensive. If they can maintain control their jobs are safe.

What you can do: Take back your power! Accept nothing less that excellence. Utilize a good discipline process and begin the weeding out process. Remove employees who are not willing or able to help you towards your mission. Right
now you are investing in barriers. The money you pay them in wages is not money well spent. You could be spending the same money on rock stars who would help catapult your progress.

In the mean time, at a minimum, please, please do not accept defensiveness. Do not feel afraid or walk on eggshells in your own business. Take baby steps if you must. Do begin to stand up for yourself, your customers and your mission. Delegate something very small and just walk away. Follow all of the steps in the process. Maybe you will be surprised. If they don’t do it, say something. Delegate it again. Begin to give consequences for failure to act (following your discipline process or Performance Improvement Plan).

**Your team does not take responsibility:** You delegate tasks and your employees don’t follow through. They just shrug their shoulders and say they didn’t have time. Or, maybe they don’t even acknowledge hearing you.

**What it looks like:** Deer in headlights. Everyone looks at you with a blank stare. They have no idea what you are talking about. Or, they give you 101 reasons why they couldn’t get it done, all without emotion, apology or concern. They either don’t care period or have failed to understand the importance of the task.

**What it feels like:** It feels like you are the only one who cares about anything. You have to do it or it won’t get done.
You are misunderstood or not heard. Your team has a full agenda that you just don’t understand.

**What you can do:** Make sure that you are delegating each task to one specific person. Be especially clear about deadlines and communication timelines to create that call to action. Let them know that they are fully accountable and there are no excuses. If at first you get no response, utilize your discipline process. It won’t take long before your team realizes you are serious.

**You are reluctant to give your team more work:** You feel like your team is already too busy. You feel bad for them and don’t want them to feel overwhelmed or overworked. You want them to like their job so you continue to take on more and more and more.

**What it looks like:** You are totally stressed out, overworked and overwhelmed. They are either aware or not. Perhaps they have the ability to take more on but think that you don’t want them to. Or, maybe they don’t realize how overworked you are.

**What it feels like:** It feels like you have no time to do the work you were born to do. You may feel resentful towards your team as you feel overwhelmed and they have time to relax. You wish they would jump in but they don’t.
What you can do: Do some reality checking again. Could they take on more? Perhaps their productivity would increase with more work. They may even enjoy the new challenge. If they are really busy, can you look at some process improvement initiatives? What are you doing that could be done more efficiently? Where can you streamline processes? What activities could be minimized or eliminated? Is there anything that could be outsourced? Can you add any additional team members? Regardless of which strategy you choose, the end result can not be that you are doing it all.

Negative Team Attitudes: defensiveness, rudeness, anger, frustration, hostility: Some negative emotions are legitimate. Maybe you know that you are not a great boss right now or that the constant need to put out fires has left your team feeling really frustrated. You empathize with them. However, even when feelings are legitimate or have an obvious root cause, there is a professional and appropriate way to communicate these feelings.

The other attitudes like defensiveness, rudeness or hostility, have no place at all in your business. These are just grown-up versions of temper tantrums used to maintain control. Team members exhibiting these attitudes are working to get their way. They are not thinking about your customers.
Your customers are picking up on this negative energy and it is bringing you down. The focus is on the attitudes rather than on the mission.

**What it looks like:** It looks like temper tantrums and immaturity.

**What it feels like:** It feels like terrible negative energy. It feels like power struggles. It feels like terrible communication. If your team is getting away with this, you are either turning a blind eye and trying to avoid it or are bobbing and weaving to their whims. They would not continue to act this way if it wasn’t working well for them.

**What you can do:** You can not tolerate negative attitudes in your business. Period! Your customers are coming in to be served or healed. They do not need a zap of negative energy. And, trust me, they are feeling it or, worse yet, may be experiencing it! Many will not tell you. They will just vote with their feet! Or, perhaps they will tell their friends, “I love my Doc but I just can’t stand the front desk. They are so rude! It feels like I am an inconvenience when I come in.”

Now I KNOW that this is not the experience you want your customers to have when they come in. But, reality-check time, if you are allowing negative attitudes this is their experience! Your team is an extension of you, for good or bad. They are a major part of the entire customer experience.
I could go on and on here but will save it for the later. In the mean time, I will say, be the kind of leader you must be to remove the negativity from your business. When I work with a team exhibiting negative energy I just flat out tell them that it will no longer be tolerated. I teach them about assertive communication. That becomes the new standard. You speak with your mouth at an appropriate time with appropriate words, tone, speed of speech. You use good, positive body language. You respect one another.

When you set out the clear expectations about how to behave your team then has a choice to make. They will either choose to act like grown-ups who are focused on your customers or will choose to continue to act like 3 year olds. They are empowered to do the right thing or not. Their choice. Their consequence.

Unfortunately, defensive team members find it very difficult to change. The attitude of defense is all about creating a wall that allows no information in about change. Often these team members must just go. But, you give them the opportunity to be successful by clearly communicating the expectation. You can always hire a coach to come in and help you.

Okay, enough said on this topic but it’s hard to stop.

**You are constantly putting out fires:** You have not taken the time to get ahead of the game. You are not organized so you can not plan ahead. There is no time to
be an effective delegator because you do not think about projects or tasks until you are on top of the deadline. Or, maybe you are an adrenaline junkie who thrives on constantly running short on time. You are subconsciously creating scenarios where you must rush and barely make it.

**What it looks like:** Chaos. The day to day is prioritized second while emergencies are handled. Then what could be day to day normal becomes an emergency while your team plays catch up. There is little opportunity to just be. No time to focus on process improvement. You have to bark out orders and hope that things get done. Your team never has the opportunity to prioritize for themselves. The emergencies dictate the timing of your work.

**What it feels like:** Stressful and frustrating! An occasional adrenaline rush can be good but if you are running like that all of the time you and your team are working towards burn out. You lose efficiency when you are constantly tugged from one task to another. The prior task is forgotten or has to be re-entered where you lose time in remembering where you were and getting re-acclimated. Your rock stars will not want to continue working in that kind of environment.

**What you can do:** Do some reality-checking again. Are you an adrenaline junky? Is there something in your subconscious that enjoys the chaos? Are you artificially creating this environment to feed your need? If so – stop!! Just make an intentional choice to plan ahead. Determine the
tasks that your team will take care of and delegate them well and on time. You can still create some adrenaline rushes for yourself with your own projects but let them experience some peace!

If it’s not you, your office really is this disorganized, then you MUST figure out a way to carve out some process improvement time. Begin slowly if you must but just start the work. Have your team begin to think of processes that could work better. Then, as a team, prioritize the list. When I help a team with this I usually have them look for a few that would be quick fixes with a big impact first. I call this, “Big bang for the buck” improvements. Some quick successes will fire your team up to want to do more.

Have someone on your team who is a good organizer maintain a running list of the processes you will take on. That way you won’t lose the projects that will take a bit longer or must be put on hold at first. It will also give you a quick visual of your successes. I usually highlight projects as they are completed so that the team can easily see that they are making progress. In those tougher times when you feel like nothing is getting done you can look back and say, “wow, we’ve actually accomplished a lot!”

Here’s an example of a table I use when I work with a team. You can easily create it in Word. Just make sure that this gets delegated to someone who will stay on top of it. Over time the table will get quite large.
### Table of Issues and Actions

<table>
<thead>
<tr>
<th>Start Date</th>
<th>Issue</th>
<th>Actions</th>
<th>Driver(s)</th>
<th>Doer(s)</th>
<th>Updates/Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>11/01/10</td>
<td>No consistent protocol for new equipment</td>
<td>~Create treatment protocols&lt;br&gt;~Train docs&lt;br&gt;~Laminate bulleted version for quick reference</td>
<td>Dr. Smith and Office Manager</td>
<td>Dr. Smith, Office Manager, and CA</td>
<td>Meeting scheduled for 12/05/2010</td>
</tr>
<tr>
<td>09/05/10</td>
<td>Pt scheduling inefficient, double-booking</td>
<td>~test electronic scheduling software&lt;br&gt;~implement electronic scheduling calendar&lt;br&gt;~train team</td>
<td>Office Manager</td>
<td>Team</td>
<td>DONE! ~Testing to begin 09/13/10 ~team training 09/14-09/20 ~implementation and switchover 10/01</td>
</tr>
</tbody>
</table>

### You do not give clear directions:

Either you are not organized enough yourself to think clearly about what needs to be done or you are afraid to communicate about it for some reason. By minimizing your requests or using tentative language you feel like you are cushioning the blow. Maybe you want to make sure that your team likes you. You are afraid of seeming like a tyrant. If this is your fear, trust me, you are probably far from it.

“The very essence of leadership is that you have to have vision. You can't blow an uncertain trumpet.” Theodore M. Hesburgh
What it looks like: You give out what you think are clear directions but your team doesn’t complete the task. You are not giving any clear call to action. If you minimize your delegation with tentative language phrases like, “when you get to it”, or “if you get a chance, can you”, or “I was kind of thinking”, or “what do you think about”, or “do you think you could”. Okay, you get the picture. None of these statements communicate a sense of urgency. If you are telling them to do it when they get the chance, they may never actually get the chance. If you are asking their opinion it sounds like they have the option to do it or not, no big deal.

What it feels like: Frustration and confusion. You are frustrated because it feels like your team is not listening and never gets anything done. They are confused about what they should actually be doing, “Did he mean that we should start using that form now or are we supposed to wait until he tells us to?”

What you can do: If organization or clear thought is your issue, own it and get help from a team member who is gifted in that area. Delegate more through your Office Manager, for instance. Meet with them to communicate what you want done and talk through the steps to getting there with them. Pass that Olympic Torch to them and let them run with it to your team.

If tentative language is your issue, just be very conscious of your word choices. Drop all of the extra verbiage that waters
down your message. When you focus on that you will notice instantly where you are doing it and should be able to easily switch to more powerful, action-provoking phrases. Also, make sure that you are communicating those deadlines and communication loops. A deadline in and of itself can create a call to action.

**You are a Tyrant:** Maybe you are overbearing and mean. Perhaps you’ve been barking orders at your team and then getting openly angry with them when a task is not done to your specifications. Maybe you have good days and bad. On the bad days you are using your team like human punching bags, stabbing them with your words. Delegation under these circumstances will be very difficult because your team members are afraid to take any action. They are all trying to hide behind one another. No one wants to be the obvious culprit of the next great offense.

**What it looks like:** Most of the energy in your business is directed at avoiding your wrath. Getting tasks done is secondary. Your customers are secondary. Everyone is walking on eggshells just trying to avoid being the next target. No one wants to stick their neck out or take initiative on anything. No one will speak up. That’s like sticking a bulls eye on your head.

Your attempts at problem-solving will all be met with finger-pointing. The energy will be focused on avoiding the wrath not fixing the problem. Issues will not be resolved. There is
little opportunity for good communication as everyone engages in duck and cover or must match your anger in an attempt to be heard.

**What it feels like:** Your business is filled with negative energy, fear, anxiety and anger. At times some employees may speak back to you but it will not be in an assertive manner. Most will match your anger in an attempt to be heard. Your customers are feeling it. Some are communicating with their feet.

Honestly, if you are acting like a tyrant, the good team members will not want to work with you for long. Or, they will try their hardest and end up with ulcers.

**What you can do:** Get your anger under control. If you need the assistance of a coach or counselor, do it! If you think reading a book will work, do that. You can not fire you. You could have the best team in the world but still have negative energy in your business. You must be your best self to do your important work. You are not being a good steward of your gifts if you are spewing anger. Period.

Nothing your team members are doing justifies your behavior. Sorry! Maybe you have the worst team members in the world. Perhaps they are not capable of doing the jobs you have hired them to do. The answer is not to yell like a baby. The answer is to take the methodical steps necessary to remove poor
performers and replace them with the right team and then let them do their jobs.

**Summary**

The six steps to great delegation are simple but execution of them can be challenging. My leader clients struggle with the internal battles standing in the way of reaching their full potential. Work to hurdle the barriers you have working in your business so that your team can reach its maximum potential and you can enjoy your maximum profit.

*If you still feel like you need further assistance transforming your leadership or creating a drama free work zone, contact Kirsten. She is passionate about helping your business achieve it’s full profit potential and fulfill its purpose. Purchase of this book entitles you to 50% off your first month of Leadership Coaching. Take advantage of it today!*  

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