

# 17. Delegate

“Delegation” – “Authorizing others to carry out specific tasks under your general supervision.” \_\_\_\_\_

Integral part of time-mastery \_\_\_\_\_

[makes you] More productive and creative \_\_\_\_\_

## **Employee** Benefits of Delegation

Improves \_\_\_\_\_, \_\_\_\_\_

\_\_\_\_\_

Increases potential \_\_\_\_\_, \_\_\_\_\_

Fulfills need for \_\_\_\_\_, \_\_\_\_\_

\_\_\_\_\_

Provides feeling of \_\_\_\_\_, and \_\_\_\_\_

Satisfies yearning for \_\_\_\_\_ . \_\_\_\_\_

## **Manager** Benefits of Delegation

More productive and creative \_\_\_\_\_

\_\_\_\_\_

More organized because \_\_\_\_\_

\_\_\_\_\_

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## **Delegate early; delegate often**

“When in my management career should I start delegating?” \_\_\_\_\_

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Early delegation serves 5+ Purposes

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**Never do what you can delegate**

List all the activities that you — **and only you** — can do. \_\_\_\_\_

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List all sales management activities

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How and Where, not Whether

The “box” \_\_\_\_\_

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Delegated authority NOT absolute \_\_\_\_\_

Experience and competence grow the box \_\_\_\_\_

Delegate 8 Essential Activities

**Sell**

**Generate Leads**

**Recruit**

**Train**

**Replicate**

**Motivate**

**Manage**

**Lead**

**How to delegate**

seek assignments \_\_\_\_\_

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quick to praise; slow to criticize \_\_\_\_\_

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be patient \_\_\_\_\_

\_\_\_\_\_

report-back system \_\_\_\_\_

show interest \_\_\_\_\_

outline project \_\_\_\_\_

definite responsibilities \_\_\_\_\_

\_\_\_\_\_

easiest tasks \_\_\_\_\_

EARLY in career \_\_\_\_\_

\_\_\_\_\_

1 task - 1 person \_\_\_\_\_

\_\_\_\_\_

deadlines \_\_\_\_\_

\_\_\_\_\_

“Trust, but verify.” \_\_\_\_\_

gradually \_\_\_\_\_

\_\_\_\_\_

in advance \_\_\_\_\_

\_\_\_\_\_

an honor \_\_\_\_\_

\_\_\_\_\_

rotate \_\_\_\_\_

Delegation as an implicit contract --- Responsibilities and expectations --- Team

member expectations:

understanding what is expected \_\_\_\_\_

how assignment fits into overall success \_\_\_\_\_

help is available \_\_\_\_\_

prompt feedback \_\_\_\_\_

actively encouraged to suggest \_\_\_\_\_

Phony, "YES, but" reasons [excuses] Manger's come up with not to delegate

***#1 I could do it better*** \_\_\_\_\_

\_\_\_\_\_

And you always will be able to. \_\_\_\_\_

\_\_\_\_\_

control-obsessed person career choice \_\_\_\_\_

"do it better," disaffecting the team, higher turnover, and eventual burnout, **or**

let go and develop valuable new managers \_\_\_\_\_

***#2 Suppose the person makes a mistake?*** \_\_\_\_\_

Anxiety is powerful \_\_\_\_\_

Managers may be so risk-adverse they have a difficult time assigning meaningful jobs to

others \_\_\_\_\_

What is more important — developing managers or giving into anxiety? \_\_\_\_\_

***#3 I am not comfortable delegating*** \_\_\_\_\_

Managers who do not delegate put severe limits on their ability to grow \_\_\_\_\_

The more a manager delegates, the more comfortable that person becomes \_\_\_\_\_

# 4 *I will lose control* \_\_\_\_\_

No real control is lost -“control” is extended \_\_\_\_\_

Use words like “coach,” “guide,” and “teamwork.” \_\_\_\_\_

# 5 *I don't have confidence in others* \_\_\_\_\_

\_\_\_\_\_

Severe handicap \_\_\_\_\_

Build up confidence of the team \_\_\_\_\_

Extraordinary effort to delegate \_\_\_\_\_

# 6 *“Delegation is not efficient; it takes longer to train someone than it does to just do it myself.”* \_\_\_\_\_

\_\_\_\_\_

True first time \_\_\_\_\_

Enthusiasm offsets inefficiency \_\_\_\_\_

REAL efficiency comes from cadre \_\_\_\_\_

Successful delegation motivates \_\_\_\_\_

The answer is **“Learn to Delegate”**

**Do you want more free time?**

**Do you want to reduce your dependency on personal orders?**

**Do you want increased loyalty from your team members?**

Recruiting linked to delegation: The more you recruit, the larger your talent pool will be; **and** the more people you will discover you can delegate tasks to; **and** the more eagles you will find to promote; **and the more successful you become.**

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### **Closing questions**

What is your policy on delegating? \_\_\_\_\_

Do you make the connection among delegation, management development, and sales growth? \_\_\_\_\_

\_\_\_\_\_

Going forward, what type of delegation approach will you be taking? \_\_\_\_\_

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What specific tasks can you delegate? \_\_\_\_\_

\_\_\_\_\_

Whom can you delegate them to? \_\_\_\_\_

What type of tutorial will this delegation require? \_\_\_\_\_

What will the impact be on your sales growth over the next year? \_\_\_\_\_