

Who's Got the Ball? Effective Delegation Increases Capacity

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AGENDA



- The 6 Levels of Delegation
- When and how to apply the right level
- Coaching questions for effective delegation

Why We Do It

“Interdependence is and ought to be as much the ideal of man as self-sufficiency. Man is a social being.” ~ Gandhi

Delegation is the Solution

- Increased responsibilities, decreased resources
 - Increase in: projects, deadlines, workload
 - Decrease in: time, talent (staff), capacity
- Delegation allows you to develop team members and increase your capacity long term



“Delegation is a delicate balance between developing the team member and being responsible for successful outcomes.”

~ Ria Story

Delegation is an Investment

- Time required on the front end:
 - Relationship must be established
 - Trust (Character & Competency) must be determined
- Short term investment produces long term results
- ROI determined by:
 - Character of individual
 - Character of leader
 - Competency of individual
 - Competency of leader
 - Time invested

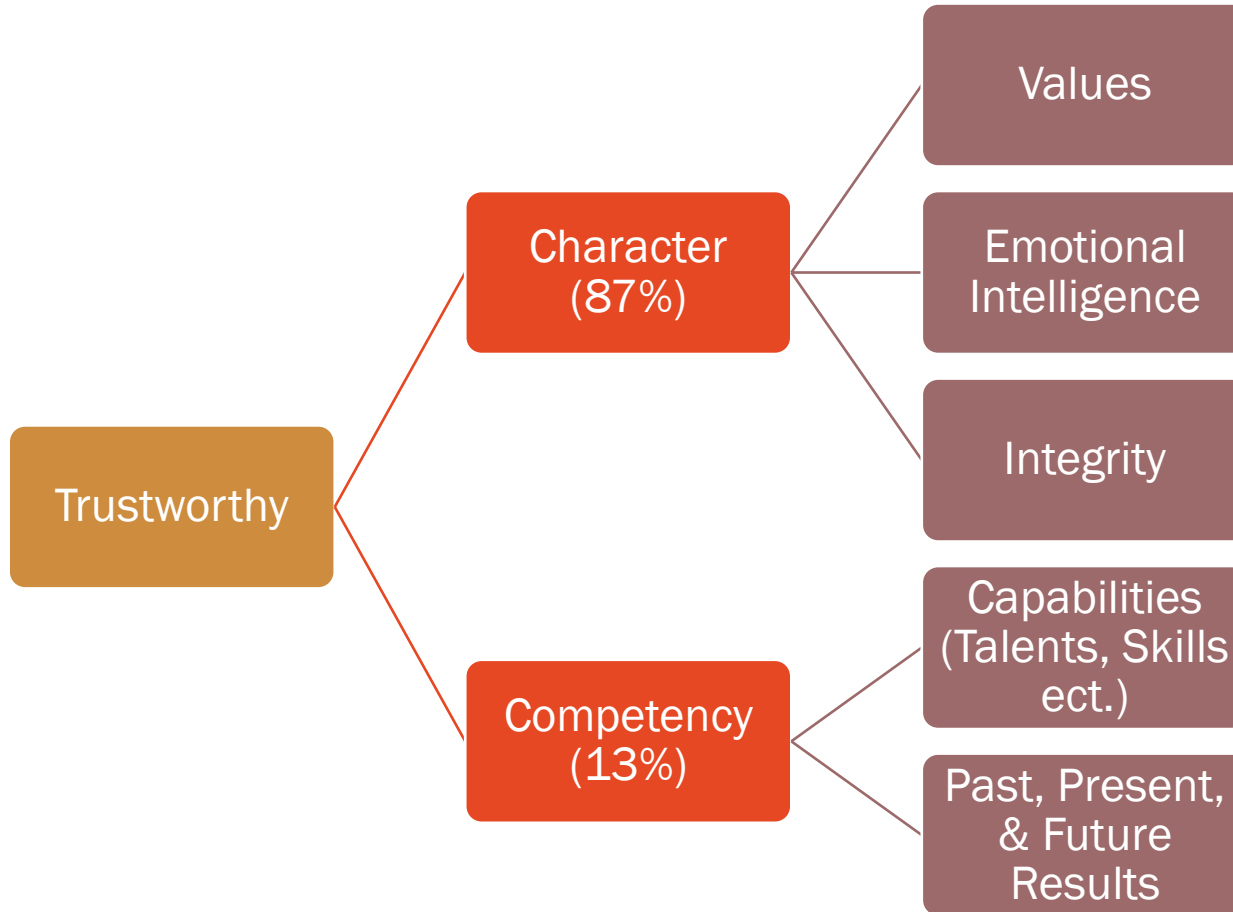


How We Do It

“Rarely is delegation failure the subordinate’s fault. Maybe you picked the wrong person for the job, didn’t train, develop or motivate sufficiently.”

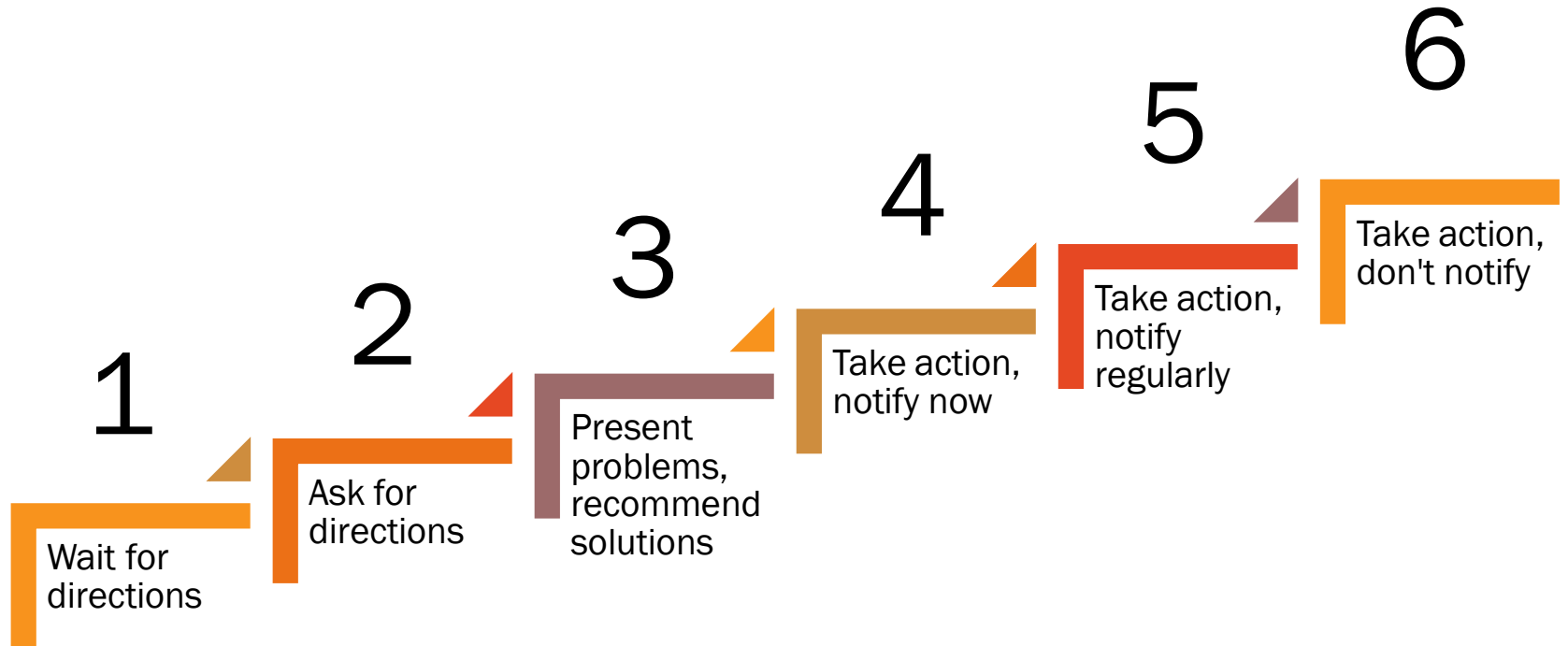
~ Ken Allen

Delegation Requires Trust

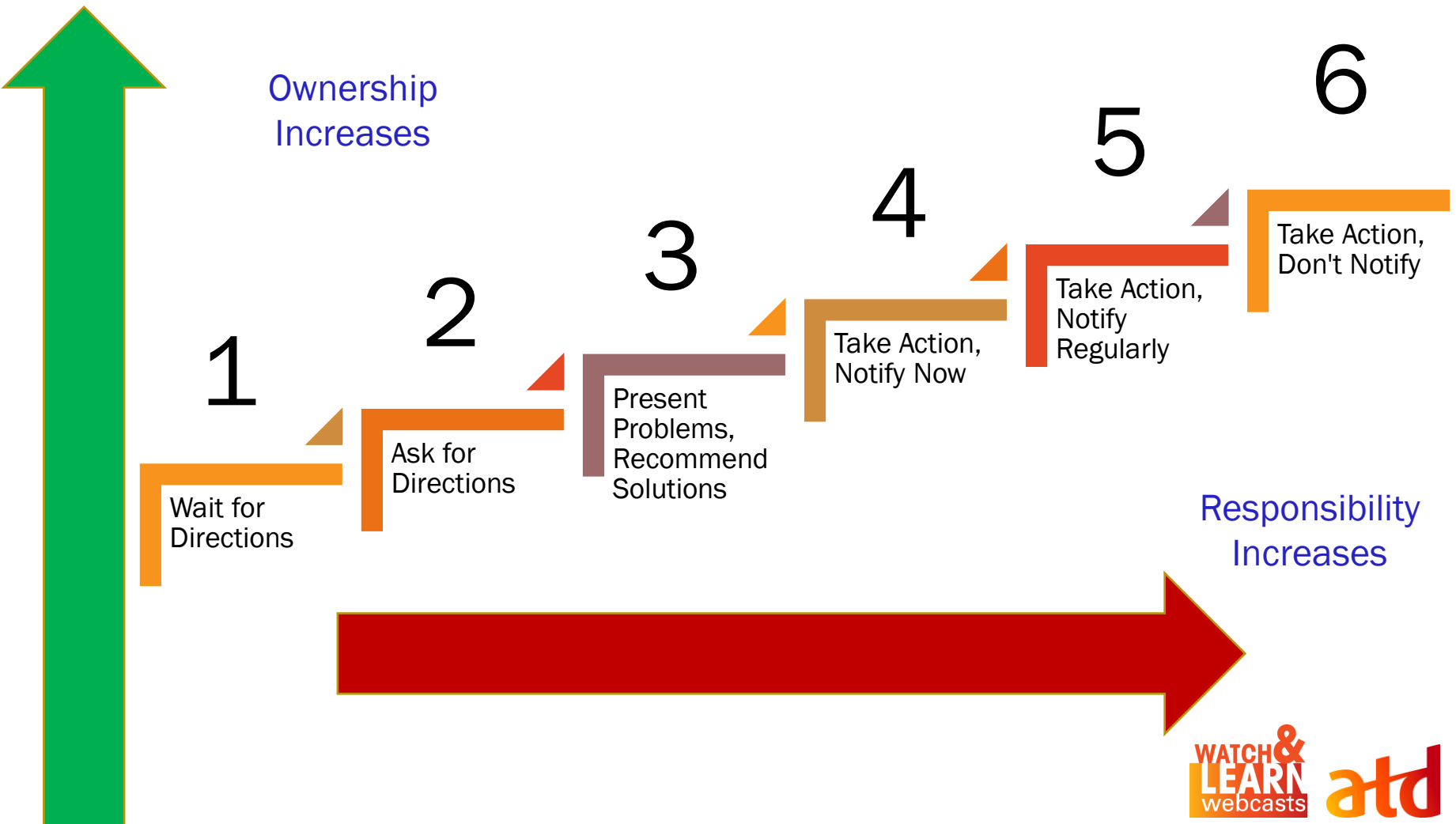


*Adapted from *The Speed of Trust*, by Stephen M. R. Covey

The Six Levels of Delegation



The 6 Levels of Delegation



“Delegation 101: Delegating ‘what do to’ makes you responsible. Delegating ‘what to accomplish’ allows others to become responsible.” ~ Mack Story

Effective Delegation Develops Individual

Level 1: Wait for Directions	Level 2: Ask for Directions	Level 3: Present Problems, Recommend Solutions	Level 4: Take Action, Notify Now	Level 5: Take Action, Notify Regularly	Level 6: Take Action, Don't Notify
No Development	Low Development	Low - Medium Development	Medium Development	High Development	Very High Development
No Thinking	No Thinking	Some Thinking, More Teaching	More Thinking, Less Teaching	Most Thinking, Little Teaching	Most Thinking, No Teaching
No Trust	No Trust	Some Trust	More Trust	High Trust	Very High Trust
"Gopher" Delegation	"Gopher" Delegation	Stewardship Delegation	Stewardship Delegation	Stewardship Delegation	Stewardship Delegation
No Responsibility	Little Responsibility	Shared Responsibility	Transferred Responsibility	Transferred Responsibility	Full Responsibility

*Adapted from *10 Values of High Impact Leaders*, by Mack Story

Which Level When?

- High impact leaders never use Levels 1 or 2
 - *Unless the building is on fire
- Level 3 is used when some trust is established but little responsibility is transferred
- Level 4 is used when more trust is established and more responsibility is transferred
- Level 5 is used when high trust is established and most responsibility is transferred
- Level 6 is used when high trust is established and all responsibility is transferred

What We Do

“The important thing is to match the level of initiative with the capacity of the individual.”

~ Covey, Merrill, & Merrill

Coaching for Success: Delegate Results

- What is the desired result?
- What does success look like?
- How will we know when we get there?
- What is the outcome we are working for?
- What are the consequences?



Coaching for Success: Set Boundaries

- What are the guidelines?
 - What level of delegation is this?
- What is the timeline?
 - What is the priority? Urgency?
- What potential roadblocks are there?
 - What problems do you foresee? How can you navigate them?
- How & when will we communicate?
 - When should you report back? When do you recommend solutions? When do you take action immediately?

Coaching for Success: Identify Options

- What action items should you start with?
 - What's the first or most important step? What's the next step after that?
- What resources will you need?
 - Human, technical, financial, or organizational resources
- What help will you need from me?
 - Leader/manager gives assistance without taking back responsibility

Accountability & Feedback

- How did you do?
 - 5 Levels of feedback
 - Self-evaluation, reflection
 - Evaluation from others
 - Input on outcomes
- Feedback for improvement
 - What can you do differently next time?
 - What would change?



Additional Resources

- *The Speed of Trust*, by Stephen M. R. Covey
- *10 Values of High Impact Leaders*, by Mack Story
- *Leadership Gems*, by Ria Story
- *First Things First*, by Stephen R. Covey, Roger & Rebecca Merrill
- *Coaching for Performance*, John Whitmore

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