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July 2014

Dear Matthew,

You can develop your direct reports through "developmental delegating" and the summertime is a good time to do it.

Delegation is a much talked about topic these days. There are many articles on:

- Why to delegate
- How to delegate
- When to delegate, and
- The advantages and disadvantages of delegation.



Most managers are being encouraged to delegate more because of increasing and competing demands on their time and energy.



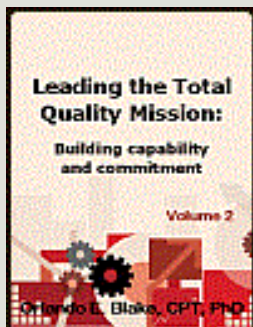
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**Leading the Total Quality Mission:
Building capability
and commitment**



Click the book to read an excerpt

Delegation has also been found to be a critical factor in employee involvement, employee development, and job satisfaction.

Developmental Delegating is Not Dumping.

You Have the Necessary Skills and Competencies

Whatever level or position you are in, delegating is the same thing. You are saying, **"This is something I can't do. I'm asking you to do it for me. I trust that you have the necessary skills and competencies. If I know of any special**

Why are some companies so successful at developing and implementing Total Quality and Continuous Improvement? How can you make Total Quality (TQ) and Continuous Improvement (CI) programs successful? Good intentions and noble goals aren't enough. TQ and CI are just words unless you know how to live by them. You must align capability, leadership, total quality practices, and commitment and that is what these books are all about!
by: Orlando Blake PhD

Testimonials

"I left completely delighted with a much better understanding of my clients, my business and most importantly, myself as a leader as well as person... I ensure you that what you will take away from this experience will far outweigh any monies that you invest." - **V. L. Phillips, President, iap Consulting.**

"Dr. Blake has a wonderful sense of humor which he uses to create relationship, generate trust and suggest perspective. He has great skill at the consultative approach... Dr Blake is

way to do the work, I will tell you. If not, do it your own way. If you need any help, I'm here. I need it by no later than... (Or) When do you think you can get it done?"



Developmental delegating is a way of teaching new skills. This requires finding a balance between too much direction and not enough.

Delegate gradually until the person feels competent and comfortable with a new task. If someone makes a mistake, stay cool. Don't grab the work back and do it yourself.



Make sure people understand your priorities. Don't assume that someone will intuitively know where to begin.

Many people start by doing the easiest tasks first, which may not be the best way to approach

a particular project. **Does the job you are delegating need to be done as fast as possible? If so, you don't want someone to put more work into it than it deserves.** On the other hand, are you looking for thoroughness or the highest quality of work? If that's the case, be realistic about deadlines.

Effective Developmental Delegation

Developing Direct Reports

Your effectiveness and success as a manager hinges on your ability to develop people. Your capability in delegating responsibility and authority is part of developing direct reports. Both you and the person delegated to hold



an outstanding accomplishment coach" -**Nancy Adamson, Right Management Consultants**

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Dr. Orlando Blake

Dr. Blake's 25 years business of experience includes senior executive positions for Warner Bros, Mercantile National Bank and Guess? Inc. He provided key executive career and leadership coaching for Lee, Hecht, Harrison and Right Consultants in Southern California. Orlando is a Founding Fellow of the Institute for Professional Coaching Association.

accountability for results.

Do you know how to effectively delegate for development? Think about these seven statements:

1. The best way to expand your personal authority is to delegate as much responsibility as you can. Hoarding authority serves to diminish your own status and importance.
2. Delegation of responsibility does not mean abdication of responsibility on your part. As the head of your work group, you are ultimately responsible for every job performed in your section.
3. Prior to delegating, pave the way with the training and guidance required to equip the employee with the skill and understanding he or she needs to do a good job.
4. Take into consideration that some risk is inherent when responsibility is delegated, and that some degree of error and misjudgment is usually inevitable.
5. Avoid confusion and conflict by making sure the employee receives instructions from you only.
6. Make it a point to back up your people when their authority is questioned.
7. After delegating, give your people a fair chance to prove their ability without interference or intrusiveness.



HOW TO DELEGATE EFFECTIVELY

If you take time to consider these seven statements and reflect on your delegation style, it will help you evaluate your effectiveness.

Next Month: Five Steps to Effective Developmental Delegation & The Delegation Dilemma

Managers could greatly reduce their stress by practicing a critical management skill - delegation. When you delegate, you distribute responsibility and authority to others while holding them accountable for their performance. The ultimate accountability, however, still lies with you.

Please contact us to find out how we can help you learn the art of delegation: its benefits, its limitations, and how to communicate what you want.

Sincerely,

Orlando Blake, PhD, CPT

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