Delegation Skills

• Who does what in your organization? What is delegated?
• Learn to say “NO”!
• Delegation Skills
• Job Satisfaction - Balance
Who Does What?

Superintendent

Admin. Assist.

Business Manager
Admission Director
Middle School Director
Upper School Director
Lower School Director
Who Does What?

Upper School Director

Admin. Assist.

- Athletic Director
- Science Dept. Chair
- Math Dept. Chair
- Language Dept. Chair
- History Dept. Chair
Who Does What?

Controller

- Payroll / Benefits
- Student Billing
- Accounts Payable
What Happens?

• At your tables – talk about what is delegated to you and what you delegate to others.
• Make a list and select a spokesperson to tell everyone about your list.
• Are these the appropriate tasks?
• Do you have the proper authority?
Learning How to Say “NO”

• Why Say No?
  – Saying no can be good for you.
  – Saying no can allow you to try new things.
  – Yes is not always the best answer.
  – It is important to recognize the power of other people.
Learning How to Say “NO”

• When to Say No:
  – Find yourself – helps prioritize and gain time
  – Weigh the “yes-to-stress” ratio
  – Let go of guilt
  – Keep your current commitments in check
  – Sleep on it
Learning How to Say “NO”

• How to say NO
  – Practice full disclosure:
    • Don’t fabricate reasons to get out of an obligation.
    • The truth is always the best.
  – Let them down gently:
    • It is tough to turn down important work.
    • Know when you have reached your capacity and communicate this information.

Much of this can be found at:
• Definition of Delegation:

“The assignment of responsibility and accountability for specific outcomes or achievements to a specific individual or organization unit. The delegation can be temporary or permanent.”
“Delegation is not the giving out of tasks or 'jobs to be done'. Normally, a delegated task takes more than a short time frame to complete. It does not involve telling people what to do, rather it involves explaining the outcomes and results they are expected to achieve. They are then expected to work out the 'how' and the steps involved.”

» Derek Stockley
S.M.A.R.T.E.R.

- Specific
- Measurable
- Agreed
- Realistic
- Timebound
- Ethical
- Recorded

http://www.businessballs.com/delegation.htm
Delegation Techniques

1. Select the Task
2. Select the Person
3. Plan the Delegation - Meet
4. Hold Milestone Meetings
5. Debrief and Celebrate

Bangkok
Spring Educators' Conference
March 27-30
Royal Orchid Sheraton, Bangkok
Delegation Techniques

• Select the Task
  – You used to do before new role (comfort)
  – People on your team have more expertise
  – Will engage and energize your team

• Select the Person
  – Assess skills and capabilities
  – Assess desires, previous track record and potential
Delegation Techniques

- Plan the Delegation
  - How will success be measured
  - Resources required / available
  - How progress will be monitored

- The Delegation Meeting
  - Why the task is being delegated
  - The importance and relevance of the task
  - Set out scope and expectations
Delegation Techniques

• Milestone Meetings
  – Review progress/solicit feedback / check on problems
  – Provide encouragement / set next meeting

• Debrief and Celebrate!
  – Acknowledge personal development
  – Outlines areas for additional growth
  – Applaud success / absorb failure
Levels of Delegation

http://www.businessballs.com/delegation.htm
• 1) “Wait to be told.” “Do Exactly what I say.” “Follow these instruction precisely.” – This is not delegation! This is merely instruction.

http://www.businessballs.com/delegation.htm
Levels of Delegation

2) “Look into this and tell me the situation. I will decide.”
   – The person delegating is retaining responsibility – again this is not true delegation.

3) “Look into this and tell me the situation. We will decide together.”
   – Analysis and decision making is now shared – beginning to be delegation.

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Levels of Delegation

4) “Tell me the situation and what help you need from me in assessing and handling it. Then we will decide.”

– This level is helpful in growing and defining coaching and development relationships.

http://www.businessballs.com/delegation.htm
8) “Decide and take action – let me know what you did (what happened).”
– This level saves more time, enables follow-up by the manager and invites feedback.

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9) “Decide and take action – you need not check back with me.”

– The most freedom you can give and still retain responsibility for the activity.

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Levels of Delegation

10) “Decide where action needs to be taken and manage the situation accordingly. It is your area of responsibility now.”

This is delegation of a strategic responsibility.

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A good relationship with your supervisor can reduce workplace stress!

- **Tips for a Healthy Relationship**
  - Show Respect
  - Don’t be afraid of your boss
  - Do your best
  - Give honest feedback
  - Don’t try to hide problems
  - Break important news fast
  - Maintain your boundaries
  - Face your shortcomings
  - Embrace your strengths
Job Satisfaction

• Lack of job satisfaction can be a significant source or stress.
  – What leads to job dissatisfaction?
    – Conflict between co-workers
    – Conflict with your supervisor
    – Not being compensated appropriately
    – Not having the proper resources
    – Lack of opportunities
    – Having little or no say in decisions impacting you
    – Fear of losing your job
    – The work is boring or ill suited for you
Balance
Balance
Balance
Work – Life Balance

Work Life

Family Life

Personal Life
Work-Life Balance Tips

✓ Fight the guilt.
✓ Nurture yourself.
✓ Protect your day(s) off.
✓ Get enough sleep.
✓ Bolster your support system.
✓ Seek professional help.
Wrap Up

• Questions or comments on any of the presentation?
• Was this valuable?
• What else would you have liked to have learned?