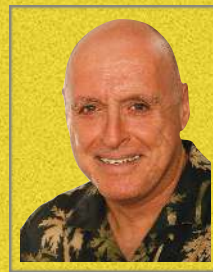


THE EXTRA POINT

BY JERRY ROBERTS



525 If You're Working Too Hard and Don't Delegate Well

How's your ability to delegate jobs? Is it holding you back? I'm Jerry Roberts and today, a simple idea on delegation that can help. It's next on The Extra Point.

Meet George. He's always been a good worker. He's a doer. If you need something done you can always call on George and he'll come through for you.

However, there's a problem. Ever since George was promoted to supervisor, he's had issues with delegating work to his team members, and many times ended up doing their work for them. This resulted in George often staying late to get his own work done, and even taking it home to finish over weekends. His family wasn't happy because he often had to miss their activities.

George's boss knew that George always did great work, he also knew that regularly picking up for other workers would eventually lead to burnout. He showed George how other teams had performed far better than his, how the managers of those teams either had been promoted or soon would be. One key difference was the ability to delegate work and avoid jumping in to help.

George and his boss evaluated the level of production each worker should be able to generate, without George stepping in. George also was tasked to decide their capability to accept and deliver a delegated task.

They used the four-level delegation grid we teach at Guam Training. A worker is a "four" if they need total supervision on a job and have no autonomy to perform on their own. They're a "three" if they still require a high level of supervision to get the work done, but clearly outperform the basic level. A "two" is someone who still needs some of their manager's help to make sure all goes well, but has some autonomy to decide how it's done. Finally, a

"one" is someone you can tell what you want done and when, and they don't need help at all. They deliver the job successfully and on time.

George's job was to move everybody up at least one notch on the grid within 30 days. For the *fours* who were doing the minimum and he was constantly picking up after, he worked on increasing output. For the *threes*, he would push them to work through problems and only come to him as a last resort. The only employee who could be categorized as a *two* and could work somewhat independently, was tapped for training to prepare her for a promotion.

I'd like to tell you the plan worked perfectly. It didn't. Two of the workers who were doing the minimum and earning the minimum quit within two weeks, and George ended up working even harder to fill in until new hires could be brought on. So, the first 30 days was tough.

However, everybody else stepped up and became more accountable. By three months George's team was performing as well as any in the company. At six months George's top worker was named the new supervisor, and George was promoted to manager.

If you're having trouble delegating and have to jump in to help others get their work done, that's a scenario which rarely gets better. Examine your delegation style and evaluate where your team members are on that scale of one to four. Then, ask them to step up.

That's The Extra Point. Get out there and make something good happen today. For 93.3 and the Ray Gibson Show, I'm Jerry Roberts.

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