

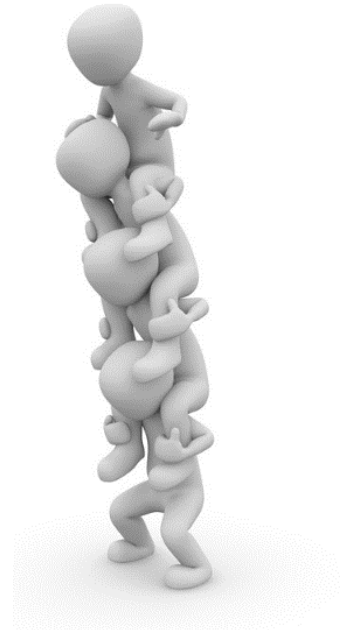


Letting Go

Are we limiting our success by not mastering the art of delegation? Oprah Winfrey

10 DETERRENENTS TO DELEGATION

- | | |
|------------------------------|--|
| 1. Insecurity | "I feel like it is my job." |
| 2. Lack of confidence | "I simply don't trust others to do it." |
| 3. Lack of ability | "I don't know how to teach others." |
| 4. Personal enjoyment | "I really like doing this task." |
| 5. Habit | "I've always been doing it." |
| 6. No resources | "There's no one to delegate to" |
| 7. Guilt | "My people already have too much to do" |
| 8. Past failures | "I've tried, and it didn't work." |
| 9. Time | "I want to, I just can't find the time." |
| 10. Pride | "I can do it faster and more effectively." |



REI COMMUNICATION



R – Request *What do you want them to do or what do you need to tell them?*



E – Explanation *The reasoning behind your request. Why do they need to do it? Why are things a certain way? What would happen if they do it? What would happen if they don't do it?*



I – Inquiry *Did you check for understanding?*

- So, what are you going to do to get started?
- To make sure I communicated clearly, could you restate what you heard?
- How will you know when you have successfully completed the instructions?
- What questions do you have?

Style	Visual	Auditory	Kinesthetic
Description	See it	Hear it	Do it
How to Communicate	Standard Operating Procedures (SOP) Charts Diagrams Videos Pictures	Verbal instructions Song Audio messages WINFY (What I Need From You)	Experiential Role play Take notes Teach others Checklists



Keep the Monkey on Their Back

A leader's job is not to do the work for others, it's to help others figure out how to do it themselves, to get things done, and to succeed beyond what they thought possible. Simon Sinek

TWO MISTAKEN BELIEFS

Leaders have to have _____

Leaders have to solve _____

These are not true. You can inspire others when you help them keep the responsibility for their success.

- **Provide Options** – Give them up to 3 options of what they could do to solve their problem.
- **Reverse the Question** – Answer their question/concern with a question. “What do you think we should do? What are you going to do to solve this?” Brainstorm together.
- **Teach “I intend to...”** – Have your employee determine an action for their problem/concern and report to you by saying, “Bella and I are having communication issues. I intend to sit down with her and list out how she can best communicate with me.”



On a scale of 1-10, how often do you take the monkey back?

Note: Sequential Order

If your team is not ready, don't start with “I intend to...” Rather, start with options, then move to reversing the question, then to “I intend to...”



Monkey Assessment

The first rule of management is delegation. Don't try and do everything yourself because you can't.
- Anthea Turner

What is it that ONLY you can do?



1. _____
2. _____
3. _____
4. _____
5. _____

What can you delegate?

1. _____
2. _____
3. _____
4. _____
5. _____

How much do you micromanage?

One a scale of 1 to 10, how often do you do the following (10=always)

- | | |
|-----------|--|
| 1. _____ | I assign work task by task, rather than by complete project. |
| 2. _____ | I provide constant correction of tiny details. |
| 3. _____ | It must be done my way. |
| 4. _____ | I take back delegated work before it is finished. |
| 5. _____ | I require others to get approval from me frequently. |
| 6. _____ | I have to be cc'd on most emails. |
| 7. _____ | I am hyper aware of the whereabouts of my associates. |
| 8. _____ | I love editing my employee's work. |
| 9. _____ | I sweat the small stuff. |
| 10. _____ | I manage low-importance tasks just like I do high-importance ones. |

The higher the total, the greater you micromanage



More Monkey Business

No other human development process influences and changes behavior as effectively as coaching.
- Christian Simpson

ADVICE VS INSIGHT

TEACHING, MENTORING, AND COACHING

- Whenever a person is sharing information, they are _____.
- Whenever someone is sharing their experience, they are _____.
- Whenever someone is asking open, explorative questions and are listening deeply, they are _____.



TGROW COACHING TECHNIQUE

T – Topic: What do you want to discuss?

G – Goal: What do you want?

R – Reality: What is happening now?

O – Options: What could you do?

W – Way Forward: What will you do?



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TGROW Questions

Leadership is less about having the right answers and more about having the right questions.

- Michael Hyatt

Topic

1. What would you like to discuss and work on today?
2. What area would you like to take a closer look at today?
3. What is bothering you?

Goal

4. In the next ____ minutes, what goal do you have with me?
5. What is it that you would like to achieve in our time together?

Reality

6. What is happening at this moment?
7. What actions have you taken so far?
8. How have those actions worked?
9. What has stopped you from getting better?
10. What resources do you have access to?
11. What helped you before?
12. What else?
13. Imagine talking to the wisest person you know, what would he/she tell you?
14. Help me understand.
15. What is this costing you?
16. What have you tried that has worked/has not worked?
17. What have others told you?



Options

18. Tell me 5 things that you might be able to do on this issue.
19. What else could you do?
20. What would you do if you could start over with a clean sheet?
21. What options would you offer a friend seeking this advice?
22. How could you improve in this area?
23. What might your options be?
24. Who is doing this differently and what are they doing differently?
25. Would you like to add a suggestion from me (only at the end and with permission)?

Way Forward

26. What are the advantages and disadvantages of this?
27. Which of your options would give you the greatest result?
28. Which of the options are you prepared to act on?
29. What could stop you from taking this action?
30. On a scale of 1 to 10, how committed are you to taking this action?



TGROW Coaching Form

TOPIC: What does the person want to discuss?

GOAL: What goal does the person have with your time together?

REALITY: What is happening now? Be sure to dive into facts. Most your time should be spent here.

OPTIONS: How could the person get what they want? Restrain from giving advice here. Allow the person to think. Give extra time if necessary.

WAY FORWARD: What will the person do? Determine their degree of commitment on a scale of 1 to 10, and how you will follow up.