

# Don't do all the work yourself; here's how to pass it on

## When delegating jobs, be a steward and not a go-fer

By Rick Conlow

### *Q. How can I break the habit of doing everything myself and learn to delegate more?*

A. If you're not in the habit of delegating, it's natural to resist the idea. Ask yourself these questions to help you understand your hesitation.

- Do you have confidence in your employees' abilities? Before you can successfully delegate to your employees, you must believe that they can handle the responsibility.
- Do you want perfection? You must be willing to give employees time to learn; sometimes that means they will make mistakes.
- Do you prefer doing some tasks yourself simply because you enjoy doing them? Your time might be better spent doing more tasks that cannot be delegated.
- Are you willing to give your employees the proper resources to succeed? This may include time, money and training.

Once you have worked through these key considerations, you're ready to hand over more responsibility to your employees. There are two kinds of delegation according to Stephen Covey,

author of *Seven Habits of Highly Effective People*. They are go-fer and stewardship delegation.

Go-fer delegation means you tell someone to perform a task, but then you direct every step over and over until the task is accomplished. In effect, you defeat the whole purpose of delegating since you spend so much time directing and don't allow the employee to develop.

If you're going to delegate, practice stewardship delegation which involves empowering your employees to succeed. Here's how it works:

First, build confidence by beginning with small tasks then moving to larger ones. Second, clearly outline the end results you expect. Third, understand that when you delegate, you'll have time to spend on other priorities or more enjoyable projects. Fourth, give your employees whatever support or resources they need to succeed.

Proper delegation of tasks will help other succeed – which, in turn, will create more personal success and satisfactions for the manager.

## BEING YOUR BEST

### *Q. How can I be the best manager I can be, and how can I use my leadership ability to be the best at what I do?*

A. Think of a time in your career when

you did your best work ever. Choose a situation that exemplifies your highest performance. Get a clear mental picture of the event. Replay it in your mind as if it were a movie. Think of the details – people, problems, sounds, feelings and surroundings.

Review in your mind what happened, how you behaved, what you felt and achieved. Then, *replicate that experience*. You can learn from any positive moments by applying the lessons elsewhere as you need them.

To be the best leader you can be, make a commitment to personal development and excellence. If you want to be exceptional, do exceptional

things. The difference between winners and losers is that the winners do what losers won't do at all or won't do enough of.

Boil down all the research and literature that describes successful leaders and here's what you get: They're passionate about their vocation; they're goal-oriented; they read voraciously; they involve themselves in ongoing education and training; they have mentors to guide them; and they become superb communicators.

Adapt these characteristics to yourself and you, too, will be the best that you can be.

## About WCW Partners

Rick Conlow, CEO/Senior Partner, and Doug Watsabaugh, COO/Senior Partner have helped companies, governmental agencies and nonprofit organizations achieve record-breaking results for more than 20 years as performance improvement experts. Their clients' achievements include double digit improvements in repeat and referral business, triple digit increases in sales, more than 50% reduction in customer complaints, 34 quality and service awards and domination in their respective markets. Rick and Doug are popular motivators and speakers, inspiring audiences with their engaging down-to-earth but down-to-business approach. They have authored more than a dozen books, including *SuperSTAR Customer Service*. This year they will publish the *SuperSTAR Leadership Model*.

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