



Delegation and Inspiration

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We've all heard stories of the heroic boss who regularly rolls up his or her sleeves to work tirelessly alongside the staff. Some of you have worked for this boss. Some of you ARE this boss. In fact, this approach to leadership is not the exception.

This can be a somewhat effective way to lead. However, the leadership model that is far *more* effective is that of the leader who delegates extensively, guiding the business or the office as a conductor leads an orchestra.

The conductor-style leader typically achieves much more than the boss who is always in the middle of the busywork. The conductor's responsibility isn't to make the music himself, but to lead all of the members of the orchestra, encouraging and helping each to become the best they can be. In turn, each musician contributes their individual best to the work of the entire group. I want to hear more stories about the effective leader who communicates the vision and who gives guidance, direction and responsibility to the members of the team, thereby allowing and helping each one to grow.

From my experience training leaders to use the **Positive Power™ Leadership** approach, I've found that many not only don't know how or what to delegate—they can rarely bring themselves to even **think** positively about delegating. Until they change their thinking and their beliefs about delegating, they're bound to find it uncomfortable.

Here are three typical concerns about delegation and ideas that can help you to move beyond each of them:

I just don't know what to delegate and what to keep doing myself.

If you feel confused about what to delegate, or if you're resisting giving up certain tasks, remember that most leaders find themselves stuck here from time to time. There is one central issue you need to examine—have you gotten too comfortable? Accomplishing the *status quo* every day feels both comfortable and productive to all of us, at least in the short run. Being occupied with work that's familiar is much easier than being challenged to learn new skills and to change what you've been doing.

Growth is uncomfortable and developing leadership skills requires major changes in thinking and behavior. When mentally and/or physically caught up in busywork, leaders are unable to focus time, energy and creativity on the organization's mission (even though work is getting done).

This preoccupation with details means that the results the team can achieve become severely limited. Remaining aware of this is more than half the battle. Decide that you will delegate (or when that's not possible, expedite) the busywork—getting it out of the way as quickly as possible.

Invest your time and energy on the outcomes that will move your department, your organization, or your business forward. Several times a day, visualize the rewards of achieving your goals. After going through this process, if you're still having difficulty deciding how or what to delegate, consider spending time with a business coach. **Note:** Many coaches, including those who work with Wizard Inc., offer a free, introductory 30-minute consultation.

Unleashing the Communication Potential of Individuals and Organizations.™

I keep trying to delegate a task, but can't seem to completely let go of it.

This issue is closely related to the previous one. Letting go of the work you've done (and done brilliantly, I might add) is tough. We operate out of our habits and our habits make what we've done for a long time easy for us. For some, the answer to every problem is to work harder. But you know the old, yet truer-than-ever saying about working smarter. Letting go will require you to not only give up the task, but eventually to give up the responsibility for it being done. If you find yourself still picking up pieces of it (doing more than reviewing what's been done) after you've thoroughly trained the individual to whom you've delegated it, you may not have given it to the right person.

They'll get mad at me if I keep delegating and if they don't like me, that will hurt our team's morale.

Studies continually show that the leaders who delegate most are not only more highly respected than those who delegate very little, but are better liked by employees. Leaders must work to bring out the best from every staff member and give them opportunities to grow. They must help each to find that ***magic*** that's in everyone. What could be better for morale than a leader who does that every day?

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