

# Delegate With Authority While Empowering Your Employees

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# Human Nature and Delegation

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**Driver** = Conscious Neocortex—Critical Thinking, Learning, Planning, Willpower

**Autopilot** = Unconscious Limbic System—Habit, Survival, Practice and Repetition

## Same is Safe, Different is Dangerous

### Characteristics of the Limbic Autopilot

Habit, Auto Pilot      Practice & Repetition

Survival                  Safe = Same

Dangerous = Different      Chatter & Feelings

### Key Elements to Motivation and Performance

- Objectives to Work Toward
- Processes and Procedures
- Feedback
- Achievement of Competence
- Opportunity for Movement
- Essential Resources
- Motivation

# HANDLE RESISTANCE TO MANIPULATION

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**Those we attempt to delegate to may push back in one of these ways:**

- Excuses
- Blame
- Gaslighting
- Flinching
- Nonverbal resistance
- Playing the victim
- Seeming clueless

## **Acknowledge and Redirect**

### **Define Delegation**

Delegation is one of the core concepts of management leadership.

- the assignment of authority to another person to carry out specific actions.
- the process of distributing and entrusting work to another.
- deciding which work to do and which to pass along.

Why do we resist asking for help?

How can we overcome these barriers?

# Delegation

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## Ineffective Delegation Patterns

- delegate and nit pick
- take it back
- micro-manage
- not check back
- redo it, or criticize.

## Sources of Authority

Position

Reward

Punishment

Expertise

Information

Charisma

Relationships

# AUTHORITY AND INFLUENCE

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## **Come Across with Authority**

- Voice
- Face
- Eyes
- Posture
- Movement
- Gestures?

What is their payoff?

## **Listen, Watch, and Match for Influence**

- Posture
- Formality
- Words
- Tone
- Eye Contact
- Intensity
- Breathing
- Pausing
- Rate of Speed

# Ownership, Empowerment, Buy-in

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## **Delegate the Result, Not the Process**

- Only One Right Way to Do It?
- Standards and Specifications
- Desired Result
- Preferences and Personal Standards
- Right the First Time
- Training

## **Levels of Empowerment**

- 1.Bring your problems
- 2.Suggest alternatives
- 3.Make recommendations
- 4.Move forward unless you hear from a boss
- 5.Take action, and report back on it all
- 6.Take action, and only report in if it doesn't work
- 7.Take action; and report off and on

**Does conflict most often come from differing GOALS or differences of OPINION on HOW to achieve them?**

# Work Ethic

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- Punishment Model—"Because I said so"
- Discipline Model—"Because it's your job"

## **Allow for Maximum Flexibility in the Process**

### **Letting Go of Control**

- Return on Investment
- Desired Outcomes
- Good of the Organization
- Best for the Employee

### **Reverse Delegation**

- What exactly is it you need?
- What are your options?
- What do you recommend?

Make sure it isn't easier to come to you than to figure it out on their own!



# Entrusting with Effective Delegation

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- Delegate the result, not the process
- Support with resources & authority
- Allow maximum flexibility
- Preset incremental deadlines
- Trust that they will do their jobs

## Feedback Method:

Liked Bests	Next Times



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