

NJTC BOOTCAMP

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Efficiently Operating Your Start Up: 'People' Factors

Delegation

"If you want anything done right around here, you've got to do it yourself!"
-- My Mother

Whether giving direction to employees, temporary staff, or student interns, you expect the job to be done correctly and efficiently. You don't want to have to redo it. And, although it may seem quicker to just do it yourself, everyone's productivity suffers, stress escalates, and you're left with mediocre staff at best. Like it or not, you've got to **delegate**.

William C. Byham in his book *Zapp! The Lightning of Empowerment* states that, to get maximum *Zapp*, a person's competence and confidence grow with proper coaching. So, take a deep breath, be patient, and allot a little extra time up front to **delegate** effectively.

Delegation Steps.

1. Explain the purpose and importance of what you are delegating. Share how it relates to a business goal wherever possible.
2. Explain the process to be used, steps to be taken, procedures to be followed, and target completion timeframe. Examples and job aids are useful for reference at this step.
3. Show how it is to be done by doing an example as the other person observes. Encourage him/her to jot down notes as you explain what you are doing and why.
4. Observe while the other person does the task using desired standards.
5. Offer immediate and specific feedback – reinforce success and coach on improvement elements.
6. Express confidence in the other person's ability to complete the task successfully.
7. Agree on follow-up actions – e.g. to whom the other person will direct questions as they arise, how often you'll return to check progress, what to do when they finish.
8. Say, 'Thank you.'

Our thanks to Johanna Zitto CPT for contributing this paper. It is intended as information only and is not a substitute for legal or professional advice.

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