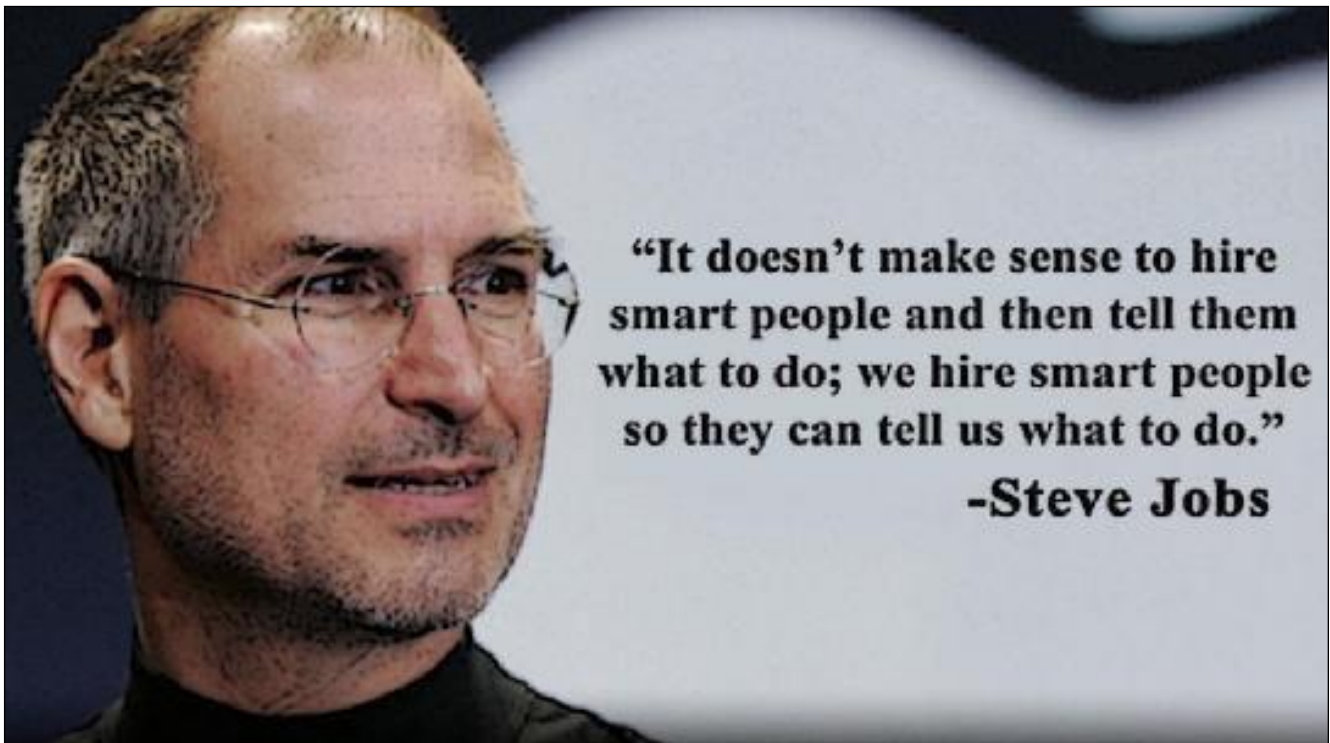


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# Delegation: The Key to Leading a Dream Team

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*Not every issue demands a Leader's attention*  
*Don Zillioux, Ph.D.*



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# Delegation: The key to leading a dream team

***Not every issue demands a Leader's attention***  
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If a Leader does not learn the art of delegation, then he/she will never find themselves coaching a dream team. Leaders who can't or won't delegate create a bottleneck to productivity and success. Not every issue demands a Leader's attention. Delegate!

Given that most managers actually get paid, get evaluated and get promoted because they are effective in their primary job; assuring that their direct reports are effective and that the direct reports direct reports are effective and so on. This requires several key skills on the part of the leader of the dream team. All team members, no matter the title are hired for only two things, Productivity and Potential. It is the job of the manager to develop each of these among their direct reports and their entire team. This requires significant competence in coaching for excellence, mentoring, servant like leadership, situational communication as well as mastery of the "critical conversation".

Effective delegation occurs when a subordinate is given authority and responsibility and he or she decides what data to feed back to his or her superior. This method is highly motivating and most managers would prefer to work under such an arrangement, one in which the subordinate knows what their objectives are, how they will be measured and by whom and when they will be measured.

Effective delegation begins with the manager, is fostered and encouraged by the manager and is the only way that "Leading a Dream Team" can occur and sustain itself. Delegate!

- Delegate as much of your day-to-day responsibilities as you can in order to free-up time for your Leadership roles. Pay more attention to longer-term matters, your goals, objectives and your vision. Too many managers focus on the short-term, the minutiae of the job and not the horizon, not on "where are we headed and how will we get there?"
- Be on the lookout for employees under you who are ready to conquer new worlds - this is a prime time to delegate jobs to them. These employees are your cruise missiles, your key asset as you plan for your "Dream Team" and grow the potential and productivity of your whole team.
- As wise decisions are made by knowledgeable employees throughout all levels, top executives are freed-up to plan for the future and be creative. Empower those beneath you to make decisions and then judiciously delegate. Be sure to be available to coach, advise, and lead, but, try to avoid answering and solving problems for them, allow them to work out the solutions and then you are in the position of "catching them doing things right", a sure way to build confidence and excellence.

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· The question Leaders must ask themselves is whether the task can be done by someone else. If so, it should probably be delegated. The Leader should focus on performing the tasks which no one else can do...like long term planning and strategic thinking. Make certain that you as the manager are only doing those things that your position suggests that you focus on.

· To break the vicious lack-of-time cycle, a Leader needs the right person to delegate to and a willingness to invest the time it will take to train that person to perform a given task. Coaching is not a one-time event. The great manager understands this and builds into his schedule the priority of growing the skills and confidence of high potential team members. It is one of those jobs that only you as the manager can do.

If you want to do great things and make a big impact, you must learn to delegate. Delegation is the key to learning to be effective. And effectiveness is your only job, the only job of any manager.

Excerpted from my upcoming book: "*The Field-Guide for Supervisors and Managers*" - I can be reached at donz@sdwnet.com, and on the web at sdwnet.com

### **Delegation: The key to leading a dream team**