



# RENATUS VENTURES

The Center for Leadership

## Proper Delegation & Follow-Up

**Celebrating leadership wins and coaching those less than stellar opportunities for improvement. Specifically tailored to the commercial real estate and construction industries.**

### Thoughts Beforehand...

*Shifting Mindset* - An individual contributor transitions well into a competent team member as long as both positions in an organization have well defined roles and responsibilities, while management requires releasing those same responsibilities and coaching; then holding those accountable to deliver those same responsibilities. Not releasing those responsibilities can be perceived as micromanagement.



*Inspire the Commitment* - start with why, what, how



- Why this is important to the team, department, or corporate level? No, just stating "because management said to..." or "I am the boss" is an approach, just not a great approach and might end in no one following.



- What are **we going** to accomplish? reduction in employee turnover, increase in inventory turnover, increase in top-line revenue, increase in net-profitability. Focus on the issue and create an environment where more of the team has input, which will garner more support and likelihood for success.

- How are **we going** to accomplish? **This is time to layout a plan, milestones, and define what contributes a success for the team or project.** This is time to convert those KPIs into an actionable plan that the team can deliver.

**Distilling complex soft skills into an actionable toolkit from decades of research and theoretical education for the busy leader or those aspiring to lead in the future.**



### During the Team Launch...

#### *Experience Level*

Is the team member younger, which might lend itself to watching you first then allowing the younger team member attempt? Be sure to allow for an intermediate check-in well before the deliverable due date to allow sufficient time for correction. The manager will need to be proactive in establishing the **milestones** and desired deliverables. Remember, monkey see - monkey do.

Is the team member new to the organization and seasoned, which might lend itself to allowing the team member propose a timeframe, allow the manager input on that timeframe, create the deliverable first then submit for review prior to the deadline? This allows the seasoned team member commit to their timeframe, builds confidence in the manager that the team member understands the deliverable, and minimizes unnecessary check-ins as both parties have pre-established milestones for check-in.

All names and likenesses have been changed to protect the innocent and not so innocent actors in these one page actionable weekly tools.



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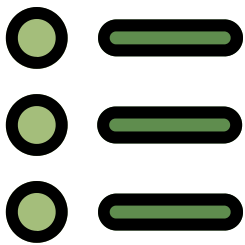
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### Thoughts After Delegation

**Celebrating leadership wins and coaching those less than stellar opportunities for improvement. Specifically tailored to the commercial real estate and construction industries.**

*Are you finding yourself stating the following or have a colleague that does so:*



*"I told Tom to do the...RFP, contract, lease"* Were there clear milestones with what the deliverables are intended? One without the other is just a wish.

*"The RFP response is low quality, now I have to step-in since the due date is tomorrow"* This is 100% a management failure of setting an intermediate milestone to check progress. The individual might not have experience in preparing a RFP, not have experience in the current firm and their approach to delivering a RFP, or might have a personal matter impacting their ability to perform at their highest and best ability.

*"Because I said so..." "Management said to..."* Try an approach less authoritative or dictatorial and more collaborative to avoid team disengagement. Try the "What, Why, How" approach.

Remember, stepping in and finishing the work for the team is a dis-service to the team and yourself. Stepping in and finishing the work only ensures you will have to step in and perform the task again with no delegation achieved. This creates an environment where the team is aware there is a backstop for missing delivery dates and creates frustration or worse for the manager. To be unclear is to be unkind.

### Next Level Leadership

**Once a week inquire: What is urgent? How can I help?**

Creates communication, which allows for reprioritization of projects minimizing emergencies ultimately lowering workplace anxiety improving employee engagement.

### Additional Resources

*What Got You Here Won't Get You There: How Successful People Become Even More Successful, by Marshall Goldsmith*

*Delegation: The Most Rewarding, Frustrating...Awesome Part of Running Your Business, by Dave Ramsey*

*Trust & Inspire: How Truly Great Leaders Unleash Greatness in Others, Stephen Covey*



**Quote of of the week:** A good plan violently executed now is better than a perfect plan next week.

~ George S. Patton

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