

NIH Work/Life Center Resources

- Free Resource & Referral Benefit
 - *Child Care*
 - *Adoption*
 - *Schools/Colleges*
 - *Elder Care*
 - *Legal*
 - *Financial*
- “Faces & Phases of Life” Seminars
- Career Counseling & Workshops

Let Go!
You Don't Have to Do It All

Brought to You by the
NIH Work/Life Center
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Objectives

- Define “Balance”
- Discuss the importance of setting limits
- Become aware of challenges in delegating
- Understand various delegation styles
- Learn strategies for effective delegation
 - at work
 - at home

Balance Defined

- Balance involves
 - finding the allocation of time and energy that fits your values and needs,
 - making conscious choices about how to structure your life, and
 - integrating inner needs and outer demands

Importance of Setting Limits

- To serve as **role models** for colleagues, employees and our families;
 - It is advantageous to delegate
- To be **more balanced**; maximize our potential
- To **focus energy** where it can be best utilized
- To **avoid stress**
 - Being overwhelmed and overtired leads to burnout

Keys to Setting Limits

- **FIRST – THINK!**
 - Be honest with yourself
- What is your **body language communicating?**
- **Less is more** (speaking)
- Try not to be **defensive**
- **Prepare** ahead of time
 - What will I say if I am asked?

Delegation (not appropriate)

- Person you are delegating to is already **overworked**
- Person may not have **skills** and there are no training **resources**
- **Tight time frame** – no time to train
- When you feel you have **sole ownership** of a task (and responsibility and recognition)
- The **task** does not lend itself to delegation

Goals of Delegation

- **“Spread the wealth”** teaching others what you know
- Contributes to **efficiency** of team effort
- Prevents **burn out**
- **Prioritizing** tasks leads to efficiency
- Recognizing and developing **expertise in others** by delegating responsibility – giving others a chance to grow

Obstacles to Delegation

- It does not occur to us
- We are unclear (ourselves) about the task/job
- We feel some guilt
 - We are reluctant to “overburden” others
 - We feel bad that we can’t make it fit on our own plate
- We are too busy to delegate
- We are worried about the outcome
 - We are afraid there will be mistakes
 - We are anxious about the status - want control
 - Requires “letting go”

Delegation Styles

- The Military Model
- The Sleuth
- The Invisible Person
- The Mentor/Coach

The Mentor/Coach

- **Ideal Style**
- **Appreciates** person's abilities and encourages the person to reach his/her potential
- **Clear**, consistent, supportive
- Task is clearly **spelled out**
- **Time frame** is agreed upon
- Democratic feel
- **Positive feedback**
- Mentor is not threatened
- Gives **constructive** feedback

Tips for Responding – Military Style

- Do your work **efficiently** and in a timely manner
- Avoid getting **defensive**; Predictable style
- **Take notes** on instructions
- **Ask** specific questions (expectations)
- Be **positive** in responses
- **Thank** for any feedback
- **Carefully** introduce any new ideas

Tips for Responding – Sleuth

- Set up **regular meetings** to check in
- **Ask** specific questions
 - Are we on the same page?
- See **Military Style**
- Tell Sleuth that **feedback** is very helpful to you and is appreciated

Tips for Responding – Invisible Person

- Set up **regular meetings**
- **Review** original goals
- **Document goals** so you are both clear what is expected
- Request specific **feedback**
 - Is this what you had in mind?
- State that feedback/input is **helpful** and appreciated

Tips for Responding – Mentor/Coach

- Express **appreciation** for support
- **Be supportive** – coaches can have bad days too; be flexible
- Be **open** to constructive criticism
- **Opportunity** to grow, learn and stretch yourself

Covey's Stewardship Delegation (Covey, 1989)

- Desired Results
- Guidelines
- Resources
- Accountability
- Consequences

Desired Results - Covey

- Creating a **clear, mutual understanding** on what needs to be accomplished and by when
- It involves **spending time** with the person you are delegating to, and being patient
- Remember, you are **familiar** with the task or tasks
- **Quality statement** – how he/she would envision the results
- Mutually agreed upon **time frame**

Guidelines - Covey

■ Identifying Parameters

- **Discuss** how the person will go about accomplishing the task
- Giving some **latitude** to incorporate his/her own ideas and methods
- **Share** your expertise; help prevent reinventing the wheel
- Keep him/her **responsible** for the end result
 - As the delegator, you will need to “let go”

Resources - Covey

- Identify Resources
 - Human
 - Financial
 - Technical
 - Organizational
- Help the person understand how these resources will be helpful

Accountability - Covey

- Setting up **performance standards** that will be used to evaluate results including due dates for parts of projects
- Communicate where you will/will not be able to be **flexible**
- Show a sample

Consequences - Covey

- Specify positives and negatives that could result as consequences
 - Emphasize positives
 - Examples:
 - Work: recognition, increased responsibility
 - Home: More responsibility – more privileges

Delegation Strategies

- Give the task to the **right person**
- Provide necessary **support**
- Focus on **desired outcome** rather than process
- Give clear and accurate **instructions** of what you expect
- Assign tasks by **requesting**, not ordering
- Give **credit**
- Be **respectful** and courteous

Delegation At Home

- **Family Meeting Model**
- Determine what needs to be done; **Make a list**
- **Who can help** (age appropriate)?
- Assign or choose from list
- **Write it down**
- Break tasks down into **components**; **Define task**
 - Example: "Clean your room."
- **Ask for help** in positive way
- **Follow-up**
- **Adjust your standards**; Give up perfectionism.
- **Express appreciation**

Setting Limits and Delegating Exercise

"I have too much on my plate."

"I would like to get the following tasks off my plate...."
