



*It's just so much easier if I do it myself.*

How many times have you heard that?

How many times have you said it?

I bet you've said it at least once.

And I bet when you said it, it was true. It probably was a lot easier for you to do it yourself. But if you're saying it time and time again, and you're never getting to the point where you're delegating and therefore empowering your team, this is going to cause a lot of problems- even if you're doing it with good intention.

And you probably are.

You may have thought something like *well, my team already has so much going on.*

*It's my responsibility to make sure it gets done.*

*This task is boring, tedious, or complex.*

*I want to be supportive.*

*I want to take one for the team quite literally.*

These are all noble reasons, but good intentions don't always result in good impact.

Even though I tried to convince myself for a long time that I was doing all of these things for very good reason- to protect my team and be the leader that I was meant to be- ultimately, I wasn't able to let go and delegate until I realized I was being selfish.

It's selfish.

If you're not delegating either it's also selfish.

It's selfish in the sense that by holding on to tasks that you could or should be delegating to other people, you are holding back on gifts and strengths and skills that you could be focusing on instead.

The second way that it's selfish is you are denying your staff the opportunity to learn and grow in a different area.

For me, this was a big turning point to realize that my role was to help my staff grow and it was also to use the gifts that in many cases I was the only who had those gifts or strengths or skills or certifications.

It was my job to focus on those so that I could shine and I could offer my strengths to



the work we were doing.

If it helps you to think this even if it's a little bit difficult to swallow then think of it this way.

As you think about how to more effectively delegate and empower your team, these are some questions for you to consider.

What do you want to let go of?

In most cases, your reasoning should not be *I'm the boss and that's why*. It's not a very good reason.

Every now and again, every once in a while, you have that moment where you can say as someone who has paid their dues and put their time in and has done this task for far too long, *I just don't want to do it anymore*.

You don't want to abuse this privilege, but every once in a while, feel free to use it.

The other question is what should you let go of?

What are you holding onto selfishly that you're not teaching and empowering your staff to do?

What tasks that are time consuming and tedious should someone else be doing them?

I don't say this in a way that implies that as a leader you are above or more important than your staff, but the reality is you're in a different position and your job responsibilities are different than your staff's.

There are things that you should be doing and there are things you should not be doing that.

Those are for your Frontline staff, not for you.

The other questions to consider are what does your staff want?

What do they want to learn?

Where do they want to grow?

What do they enjoy doing?

And frankly, what do they need to be doing?

As much as possible we want to do the work that we love doing and we're really good at. In almost all cases, there's going to be aspects of our work that just simply need to get



done whether we enjoy them or we're very good at them or not.

What are those tasks that your staff want to do?

What are some tasks that they need to be doing?

The steps of delegating are usually the easy part. We'll get to those in a minute.

Before you can move on to the steps, it's important to recognize what mindset you're holding onto that's preventing you from delegating more frequently and more effectively.

It might be the one we started the lesson with it- *just takes longer to explain it.*

*I can do it better.*

*I like to feel needed or important.*

*I like to be in control.*

*I simply enjoy doing it.*

*I don't trust my team.*

These are things you may have verbalized or they're just things that may have crossed your mind.

Think about when you are hesitant to delegate which of these or something else is preventing you from doing it.

How can you shift that mindset and work with that mindset so that you can start to implement the steps that are necessary to delegate?

The ideal situation to delegate when all four areas here are met:

- 1) It is something that you don't want to do.
- 2) Somebody else wants to do it.
- 3) They're gonna do it well.
- 4) it's going to help them grow.

Those are the four ideal conditions to delegate a certain task.

Now it's not always going to be that all four of these are present.



Is there at least one of these that are present and ideally more than one?

Once you have decided what to delegate and to whom, find out what your team wants.

Where do they want to grow?

What are some opportunities they're looking to have? When you do delegate it, explain why you're delegating it.

Is it a growth opportunity?

Is it some simply a division of labor that somebody has too much going on for them and you need to redelegate some of the responsibilities?

Explain the goal.

If there are necessary steps to the process explain those, but let go of the need to control everything. Let go of the belief that your way is the only way. That your way is the best way.

People have different ways of operating. They have different techniques and ways that they think. As much as possible, focus on the end goal. Let them know what the outcome is that they need to achieve and support them along the way. But be very cautious and conscious about telling them exactly how it needs to be done because that's the way you prefer to do it, not that it's the only way. Let go give them the space to make mistakes and learn and grow and figure it out.

Don't jump in immediately every time they make a small mistake because they're going to make mistakes.

They're learning something new.

Give them the training and support that they need.

That next level when they've really embraced this new responsibility, give them the opportunity and empower them to start to delegate some things on their own.

When you can get to the point of your staff telling you what's going on and reporting out about this new responsibility they have instead of you asking all the time and checking up on them and questioning the way that they're doing things, this is a huge shift that you've let go and now they're going to report back to you, but it's not you grilling them.

It's them letting you know, *this is now my responsibility and I'm letting you know how it's going.*

So something for you to think about is, what can you more effectively delegate so that you can focus on your own strengths and interests while helping your staff to grow?