# **1.5 -** **WHY SPENDING TIME DELEGATING IS WORTH IT**

# Hi there, everybody. When people come to you and they tell you, "You know what, you need to delegate more," what's the first thing that pops into your head? Go ahead. Don't be shy. You can tell me about it because it's going through everybody else's heads. Likely it's, "It's quicker for me to just do it myself." You know what? You're right. It is quicker for you to just do it yourself in the short-term. But what you're sacrificing, the long-term benefit of delegating, and that's what people don't see nearly enough. What if you never had to do that task again after you taught somebody how to do it? How much time would you save? This is actually the perfect illustration of the concept of investing your time in things that take time now, but actually give you time in the future. Where do you start delegating in a way that is investing? Well, what we'll use to manage this process is what I call the Delegation Priority Matrix. Simple matrix that we have here. On one side, we have the amount of training that needs to be done in increasing fashion. Here, on the lower portion, we have frequency of the task. My handwriting is absolutely terrible. What you want to do is when you start thinking about tasks that you want to delegate, the tasks that you want to do first are the ones that are high-frequency, they happen all the time: the daily reports, the weekly reports, monthly reports, for instance. They happen all the time and they don't take much in the way of training. The next thing you do is you actually move on to the ones that, again, still take less time, but don't have as low of frequency. This is practice for you in delegating. Delegating is a skill, just like any other. You'll get quick wins here and then you'll get some practice here. Now when we move up into these categories where it's more training, more frequency, that sort of thing, that's more employee development stuff. Then the last one is the one that you would get to absolutely last when you've already gotten returns out of everything else. Remember, that delegating is an investment in time. What we're looking for is we're looking for the quickest return we can. That's why we start out right here. Just like any investment, you want that return as quickly as possible. We'll start simple. We'll start easy. We'll start with those quick wins. Now, when you're thinking about things that you want to delegate, a lot of people have trouble brainstorming those things. They've been doing them. They don't want to do those things. A couple of tricks to use to come up and brainstorm those easy, quick wins for you, and to get you started with delegating, is consider first what happened when you were on vacation? Who stepped up and handled certain tasks that you do on a regular basis? Those probably weren't super high priority that you had to handle yourself.

# There's very little training because they've already been doing those. Clearly, they were frequent enough to where they needed to be handled when you were away for a three-day weekend, a week-long vacation, two-week vacation. That's a great place to start is those items that were handled when you were on vacation. The second area that I would like you to consider as far as your delegated tasks and brainstorming these are areas that you shouldn't have been handling in the first place. We all have them. My Achilles' heel was reports. I used to hate Excel and then I fell in love with it. I would take on reports all of the time because I liked doing those. One of my coaching clients is a chief operating officer. She would actually take all of the new customer prospects and hand them out to the sales reps. She wasn't doing it in any sort of methodical way. It was completely random. She moved that task that she should have never been doing over to her receptionist, who ended up just handling that, and saved her an hour a week of handling those particular reports. There's those tasks that are handled on vacation, handled in a way that you should have never been doing them in the first place, and that's where you should start as far as your brainstorming is concerned. Moving away from this, and this is huge, and very impactful as far as you investing that time, and again, very important for the overall concept of this course, are these time investments. The concern that many people have with delegating is not just where to start, but how they actually do it. You remember all the failures that you ever had with delegating. I want to talk about a very simple concept that you can apply to help you delegate tasks efficiently. It is, "I do, we do, and you do." The "I do" part is where you master the task yourself. It's tough to delegate those things that you haven't mastered yourself because you don't know the outcomes you're looking for, you don't know the obstacles. "I do" is the first step of mastering the task so that you understand it well. The second step: "We do." You, and whoever you are delegating the task to, work the task together. They'll come up with questions. You'll be able to see the obstacles. Then the next step is actually the "you do" part where you hand over some ownership to it. Simple. "I do, we do, you do," is the easiest way. That's why we start with these simple tasks, these simple, infrequent tasks, because they aren't as complicated. You'll build up practice here in square two that helps you with the more complicated tasks as far as delegation is concerned. If the first excuse for not delegating is that it's quicker for you to do it yourself, the second most-common excuse for not delegating is that you're afraid that you're going to delegate yourself out of a job. I wanted to just address it up front because it's in the back of many of your minds. "Hey, if I move over all of my tasks, then they don't need me anymore. I'm redundant. They'll just get rid of me." That's B.S. The only people that that might happen to are crappy managers who are already sloughing off all of their work to their team. That's not you. The tasks you'll be delegating are lower-priority, medium-priority tasks most likely. This

# gives you a chance to work on higher-priority tasks. Remember the part of the lesson on prioritizing where we talked about how you can't get everything done that's on your plate? Delegation is a way to get more done on your plate. You aren't diminishing your value to the organization, you are increasing it by working on more important things, freeing up the time to work on those high-priority items, or to invest more time in those high-priority items. I wanted to dive quickly into exercises here and get you rolling with this. Crack open your workbook, if you haven't already. You should have it in front of you for each of these lessons so you can take notes, and so that it helps you follow along and cement the learning. You'll see a place for there to be some possible things for you to delegate. Then there's a schedule for you to take action on those. I want to build up, again, that quick momentum. Remember that you're going to be saving time, all right? You're going to be more productive and intentional and then reinvest that time. This is one of those first steps that directly applies to that investment that leaders have in regards to their time that most people don't. Go through there. Come up with your brainstorming items. Remember, vacation items and items you really shouldn't be doing in the first place. Those should definitely be on there. Then get to work delegating using the, "I do, we do, and you do," principle. That will really help you out. I look forward to hearing about how your successes are over on the Facebook group. Thanks so much, everybody. Bye-bye.