

## The Expert Tutor

### My Reading Topic Was

Delegation

#### What did you learn from your reading/s?

Delegating will mean that I use my time more productively and that others will learn and develop. There are steps to delegating. 1. I must clearly articulate the desired outcome. 2. Also clearly identify the constraints and boundaries. 3. Include people in the delegation process. 4. Match responsibility and authority. 5. Let go and provide support. 6. Focus on the results and let others work out how to achieve them. 7. Establish and maintain control.

#### Where can you apply your learnings?

I can use it in my weekly meeting with my team managers

#### Formulate the Action Steps that you are going to implement to apply your learnings

I am going to select a task to delegate. I will discuss it in the meeting and ask for a volunteer. Then I will have a one - on - one with the volunteer and implement the steps I outlined above.

#### Try to keep the following daily review over a period of time until you feel you have achieved a level of mastery with regard to the skill that you are developing:

##### What Knowledge and Action Steps did you apply?

I made notes on all the steps I should implement and ticked them off with Andrew who volunteered. So I tried to implement all of my action steps pertaining to delegation but fell down on some of them.

##### What did you learn or discover?

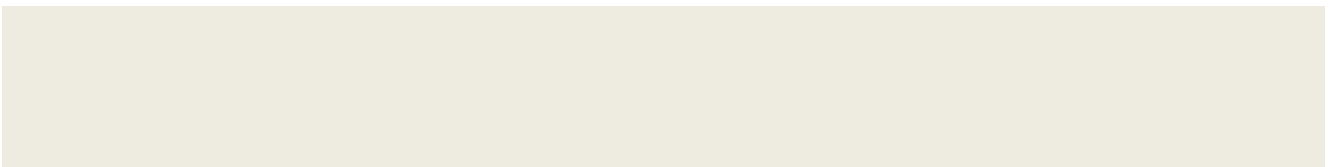
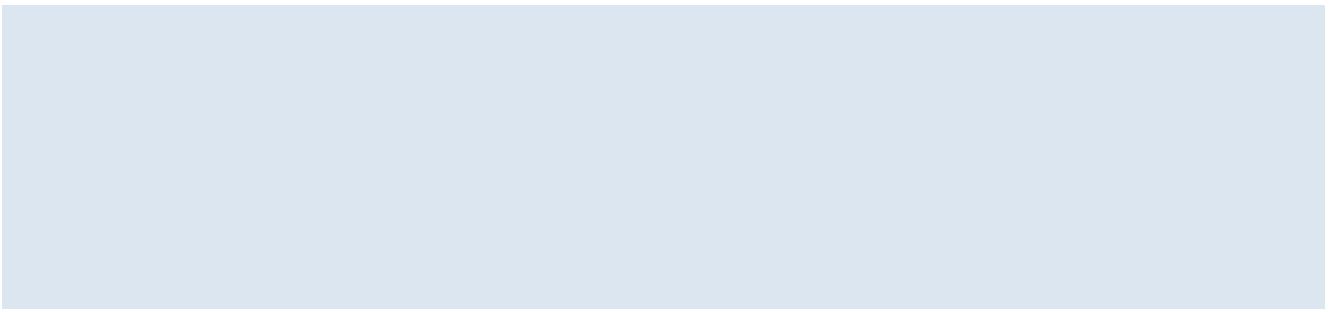
Because I am detail orientated it was not difficult to articulate the outcome I desired or the constraints and boundaries. However, I found it difficult to include Andrew in the delegation process. I kept wanting to prescribe to him. I could see he was getting frustrated and that I was stifling his initiative. The same applied to step 6. That was the really scary part - allowing him to input on how he was going to achieve the results I wanted. This is where my need for micromanagement really kicked in and I had to talk really hard with myself not to take over. After our meeting, I kept wanting to check up on Andrew. I could sense his irritation. In the process I could see that he was not doing exactly what I wanted so I eventually got stuck in and finished it myself. When I think about it, I was reacting because I had sufficient control over what has happening with points 1,2, and 7 that I had implemented very well.

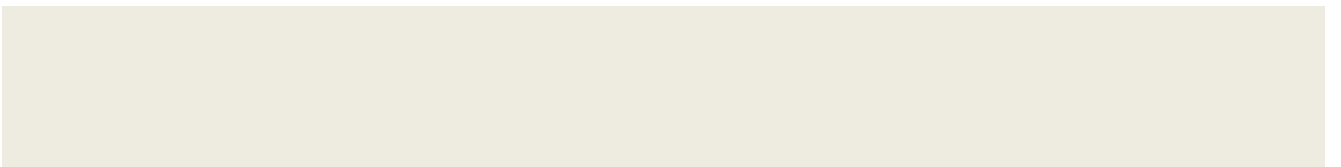
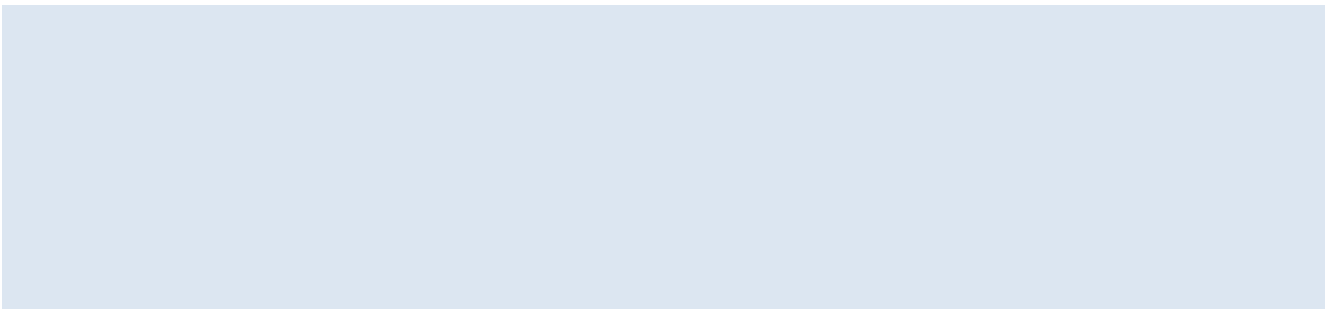
##### What can you do to improve?

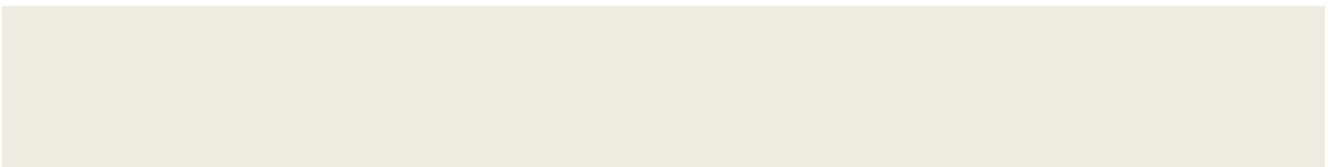
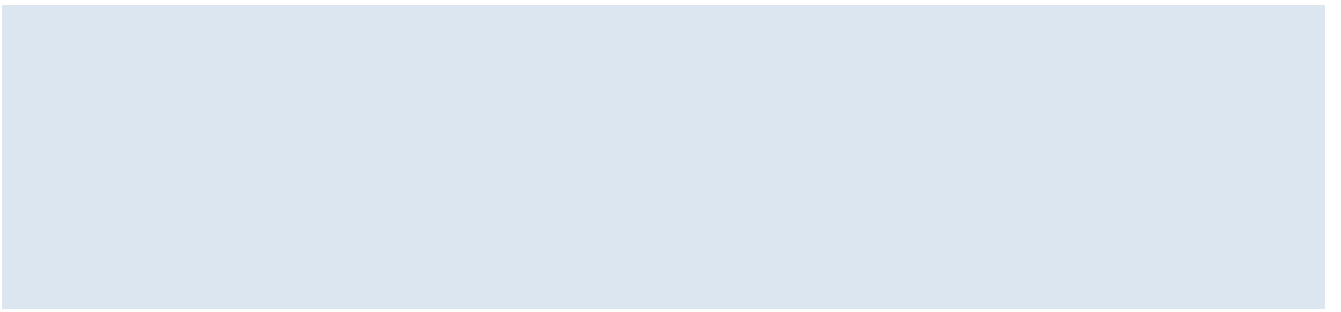
I am realising that I am in the habit of micromanaging and almost have an emotional need to keep control. I am happy with how I did steps 1,2, and 7, but involving team managers in the delegation process, allowing them to work out how to achieve the results (and make mistakes) are definite areas for improvement. I have to learn to transition from control to support as the task unfolds and only implement control once the task has been completed.

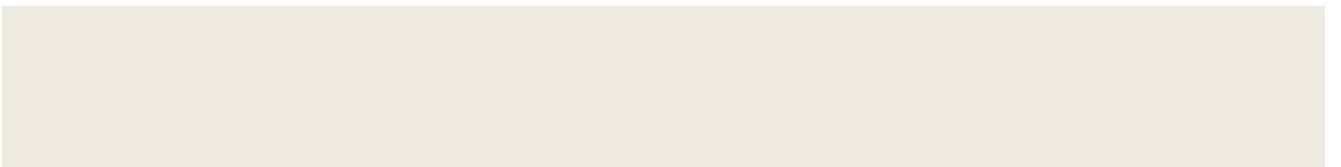
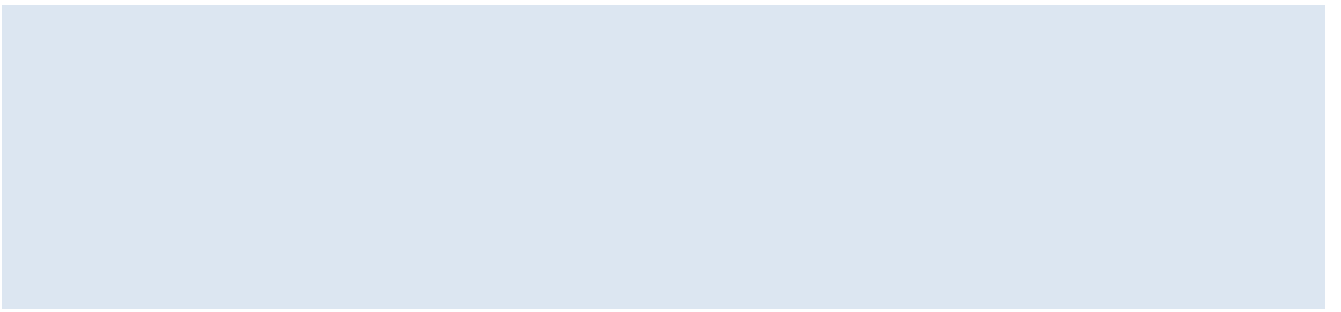
**Practise makes perfect. There are five Laps in this Expert Tutor. Try to do all of them. When you are ready, go to the next Lap in the next worksheet to do another Lap on your reading on Delegation**

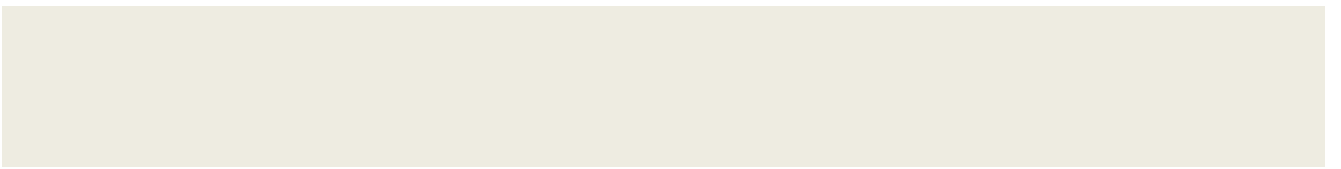
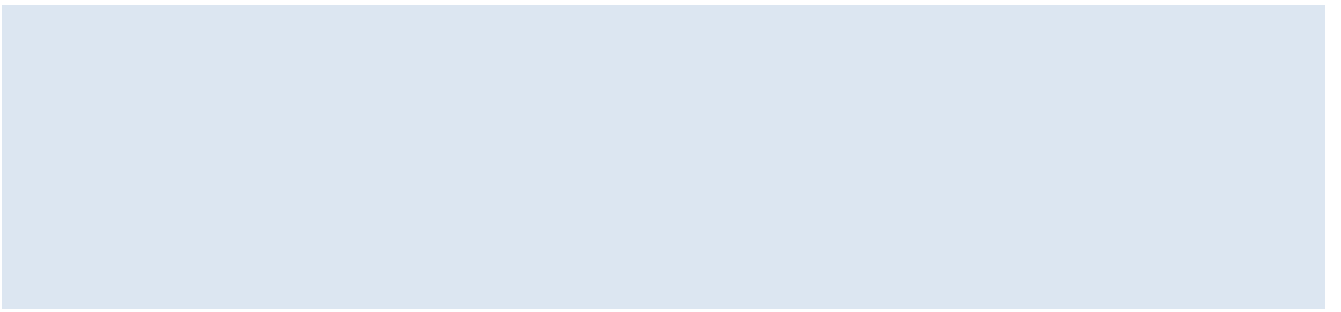


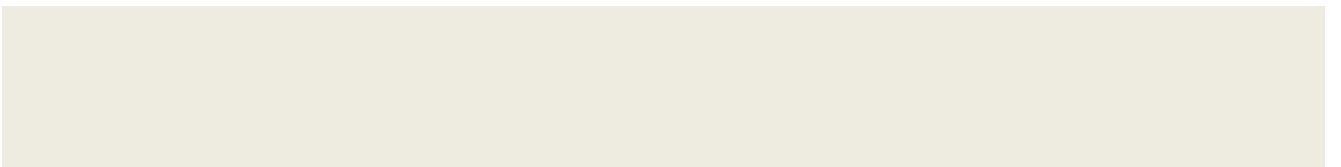
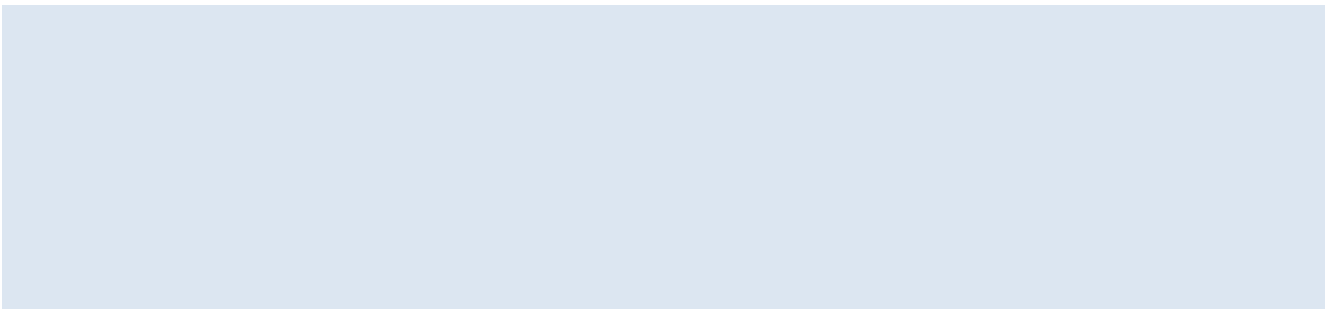


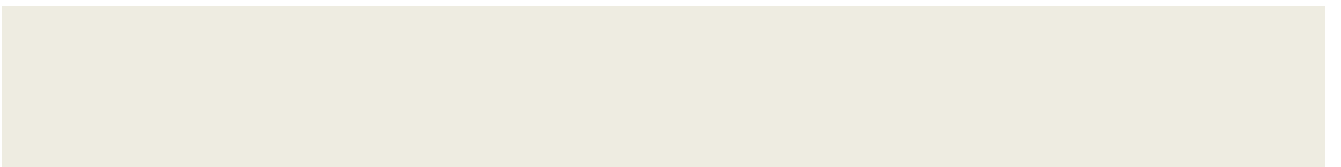
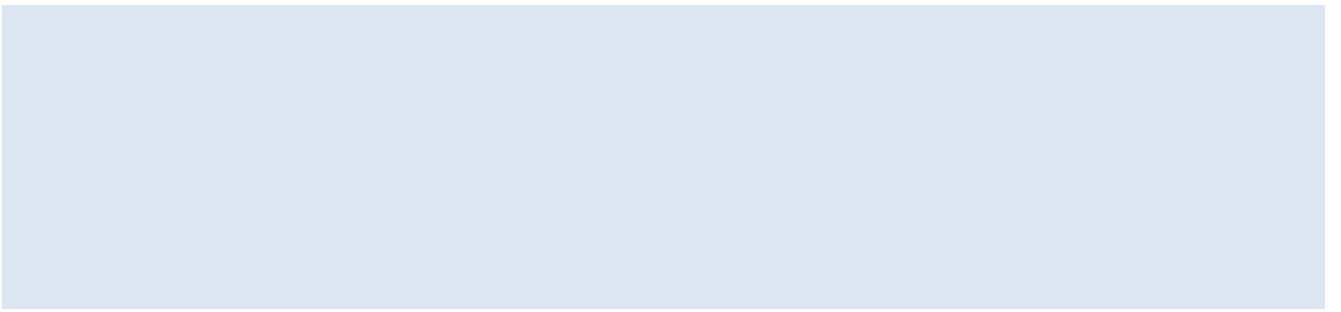


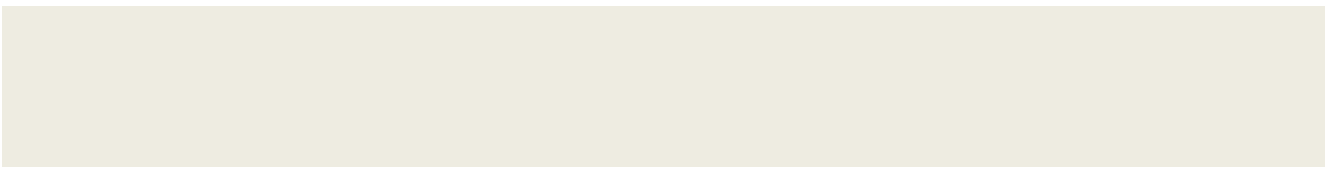
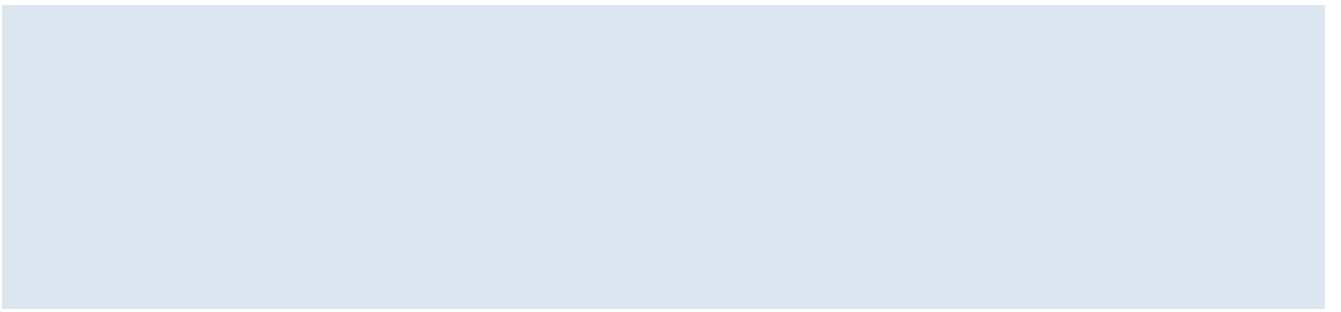


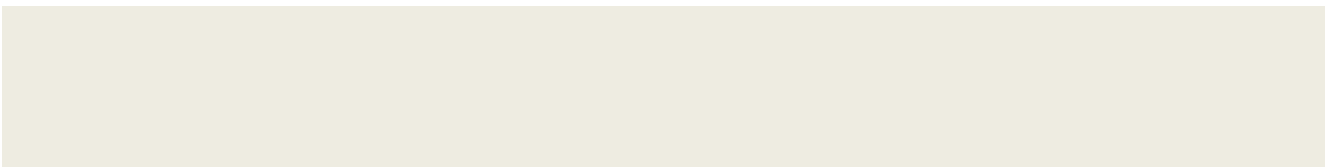
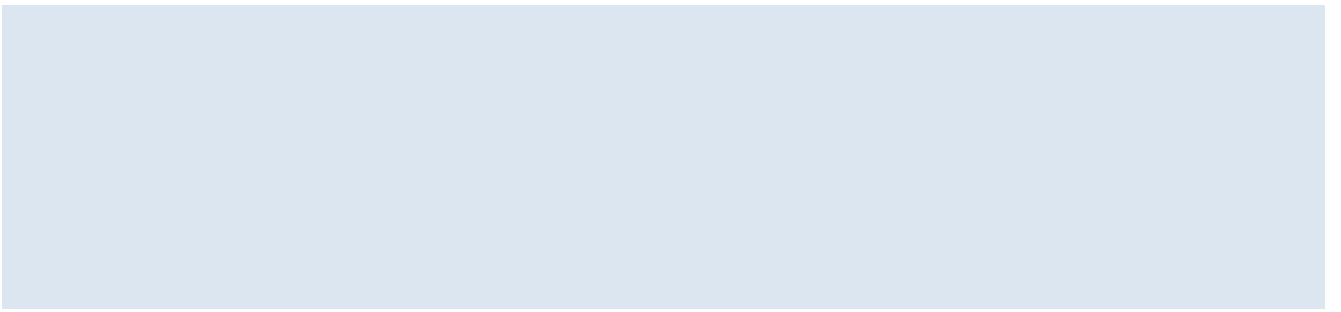


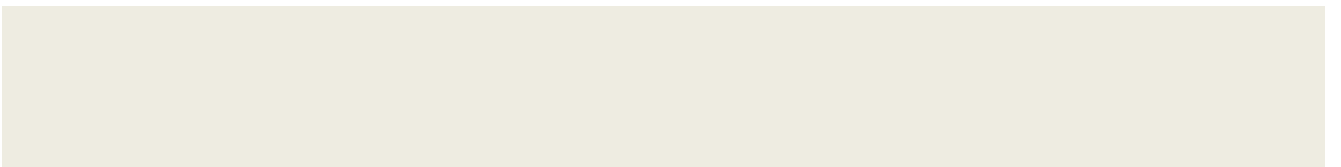
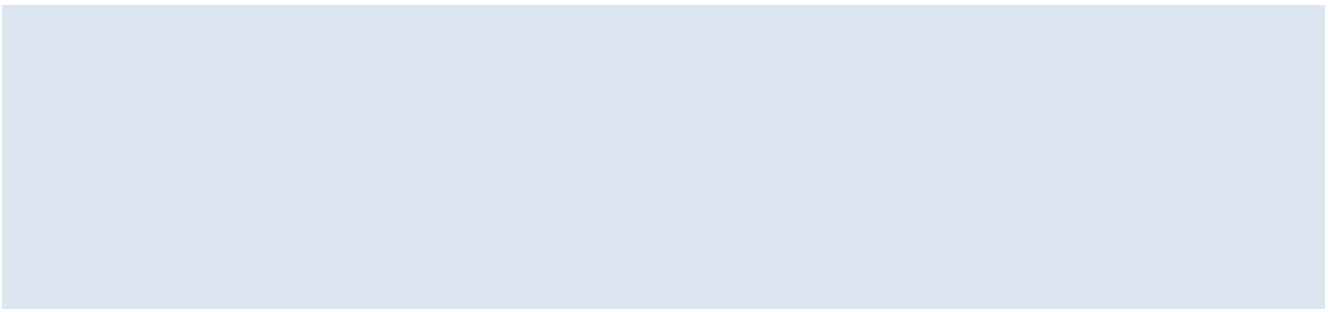


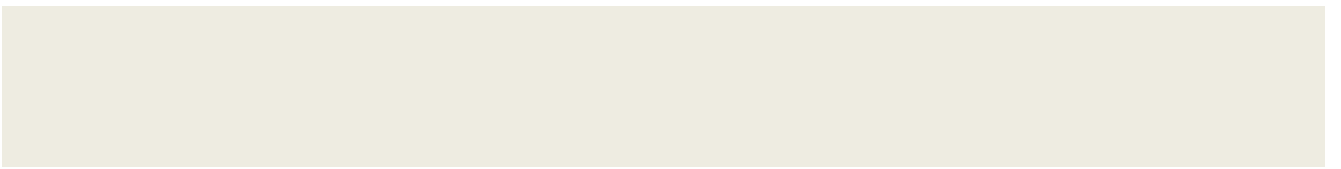
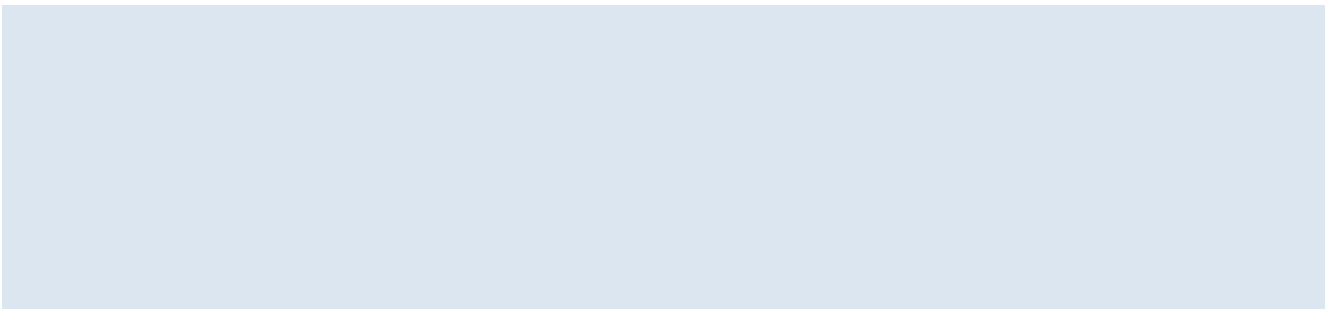














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