



Delegate Like ~~a~~ ^{THE} Boss

LEARN TO HAND-OFF TASKS TO TRUSTED EMPLOYEES SO YOU HAVE
MORE TIME TO DO WHAT YOU WANT

Why Delegate?

Your time is valuable, right? I mean, if you're an entrepreneur then you are functioning as the CEO, CFO, COO, and CIO of your business. You probably also function as the Human Resource person, the Director of Sales, the Customer Service Manager... sheesh! No wonder you're overwhelmed!

If you take all of these roles and calculate the average annual salaries, then figure out what percentage of your time each day is devoted to these roles, you will come up with a number that represents what one hour of your time is worth. Based on the roles you play, your hourly rate is probably somewhere close to \$100 per hour or more.

Now... ask yourself: Would you hire someone off the street to answer your phones for \$100 per hour? Would you pay someone \$100 per hour to respond to your email? Sort the mail? Place orders for materials or office supplies? No?

Then why are YOU doing those tasks??

The Benefit of Delegating

Delegating has several benefits to you and your team. You show your team members that there is room for advancement and for gaining knowledge and skills. You teach your team members that you trust them as you hand over more and more responsibilities. In doing so, you build loyalty among your employees and encourage them to take not only responsibility but accountability for the success of the business. The more ownership they feel, the harder they will work to be successful and make the business successful.

The other benefit of delegating is that you get to move things off your plate, giving you more time to do the things you like to do and more time to do the things you know you should be doing; like, growing your business.

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Time!**

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How to Delegate

There are 3 steps in the delegation process:

1. **Identify the Tasks** – take stock of the tasks you do
2. **Prioritize the Tasks** – determine which tasks should be delegated
3. **Teach the Tasks** – do a full knowledge transfer

Identify the Tasks

1. Calculate how many hours do you work in an average day.
2. List all the tasks you do in a normal day and the time spent on each task. The total hours should closely match the number you arrived at in Step 1.

TASK	ROUTINE	TIME
Email	Daily	90 min
Customer Service	Daily	2 hours
Scheduling jobs	Daily	45 min
Quoting/Responding to RFPs	Daily	2 hours
Managing Employees	Daily	4 hours

NOTE: Don't count the "one-off" tasks that are the exception; only list the repetitive tasks that you do multiple times each week.

Prioritize the Tasks

1. Using Stephen Covey's Important/Urgent matrix, identify all the tasks in Category 2 and Category 3. These tasks are ripe for delegation.
2. Do a simple Task/Risk Analysis on each task. Using a 1-3 scale – 1 being negligible risk, 3 being high risk – score each task in the following categories:



- a. **Repetition** – How often is this task done? If the task is done regularly (multiple times per day or per week) the steps required will become second nature. This would represent a low tasks/risk score. If the task is done rarely or only on certain occasions, it would rank high on the task/risk scale.
 - b. **Complexity** – How complex is the task? If the task is simple, that would represent a low task/risk score. If the task is complex with lots of inputs, calculations, or data from multiple sources, then it would be a high task/risk score.
 - c. **Criticality** – What are the consequences if the task is not done or done improperly? If there is no risk to the business, customers, or staff, the task/risk score is low. If the impact would be high or result in legal or financial consequences, the task/risk score is high.
 - d. Total the score for each task.
3. Once all tasks are scored, determine the cut-off point.
 - a. Tasks scoring 5-9 are too important to simply turn over to someone without training or knowledge transfer. Consider implementing an **Apprenticeship Plan** (see next section).
 - b. Tasks scoring 4 or less can easily and safely be delegated to someone else.

Teach the Tasks

Consider implementing an **Apprenticeship Program** to train your employees. The idea of an apprenticeship is not new; people have used this technique for years. This strategy uses someone in your business (you or a trusted employee) as the expert or master who teaches their skills and knowledge to other employees. Here's how it works:

Master	DO	DO	HELP	WATCH
Student	WATCH	HELP	DO	DO

1. The Master/Expert **DOES** the task as the Student/Trainee **WATCHES**
2. The Master/Expert **DOES** the task while the Student/Trainee **HELPS**
3. The Master/Expert **HELPS** while the Student/Trainee **DOES** the task

4. The Master/Expert **WATCHES** while the Student/Trainee **DOES** the task

Through this Apprenticeship Plan, the student/trainee gains confidence in their ability to complete the task to the master's/expert's satisfaction. The master/expert gains confidence in the student's/trainee's ability and the task can then be turned over to the student/trainee.

NOTE: If you turn over a task to an employee, make sure you turn over the RESPONSIBILITY, ACCOUNTABILITY, and the AUTHORITY to do the task right.

BONUS: Have the Student/Trainee DOCUMENT the process while they are learning.

Have them use the final step-by-step document to complete their training and have the Master/Expert review and sign-off on the document to verify its accuracy.

*These documented procedures then become part of your **Operations Manual, Training Manual**, and can be used to define **Role Descriptions** for your employees.*

Ready to Get More Time Back?

What could you do with an extra 6 to 8 hours in your week? What would that mean to you? What would it mean to your business? What would it mean to your family?

Getting more time back is simple. I can show you how!

Give me 60-minutes and I'll help you get back 6 to 8 hours in your week. Guaranteed.

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To Your Success!



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