

DELEGATE

By: Robert S. Sher

Do you value yourself?

Perhaps you are successful in your career because you have faith in yourself to persevere or maybe you are overflowing with the confidence to get things done when all else fails – even if you have to do it yourself.

If you really value yourself, you will come to realize that such determination could be holding you back. Ask yourself this: Do you know how to delegate?

To be a good manager, you will need to rely on others to take initiative, solve problems and produce results. You must divvy up your assignments and hand out tasks for others to do so you can increase your overall productivity and efficiency and help grow the employees working for you to do more challenging jobs later on.

I've heard far too many excuses for not delegating. Here are a few of my favorites:

- I could do it better myself.
- I don't know if I can trust him/her to do it.
- He/she isn't qualified to do it.
- He/she doesn't want any added responsibilities.
- I don't have the time to show anyone how to do it.
- There is no one else to delegate to.
- He/she already has enough to do.
- I don't want to give up this task because I like doing it.
- I'm the only person who knows how to do this.
- He/she messed up last time so I'm not giving her anything else to do.

Assume the opposite is true of the above bullets. Assume most people want added responsibilities (don't you?). Assume they are keen to learn. Recognize that the short term training investment will pay off in the long term. Look around. Even though you're not the boss, there are people who will help you if you approach them in the right way.

People don't work for money alone. They work to get satisfaction. If you can delegate some of your work, and take away some of the mundane parts of someone else's job, it will make your employees feel good. When employees feel good, they stick around for the long haul.

Good managers teach employees that they are being trusted and that they are doing and learning new types of work so they can grow. You must let them know they are not

doing the boss's work; they are doing higher level work because they can handle it. They should be happy when they realize you have faith – and plans to move them up.

Many years ago, when I was CFO of a real estate company, I hired a woman as a temp I knew had great potential. I told her I wanted to hire her and groom her for management. I brought her in as a secretary with the understanding I would teach her new skills. She quickly was promoted to an administrative assistant and then moved up to Human Resources Director. Today she runs the HR group for another company employing hundreds of people.

Many people may stick around at jobs that are not satisfactory if they feel there is potential for advancement, but the ones who feel there is no opportunity will be the first to leave. Show employees respect by giving them tasks to do above and beyond their job descriptions. Value yourself. Value your employees. Delegate!

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