

Profiles SkillBuilder™

CONFIDENTIAL

INDIVIDUAL REPORT

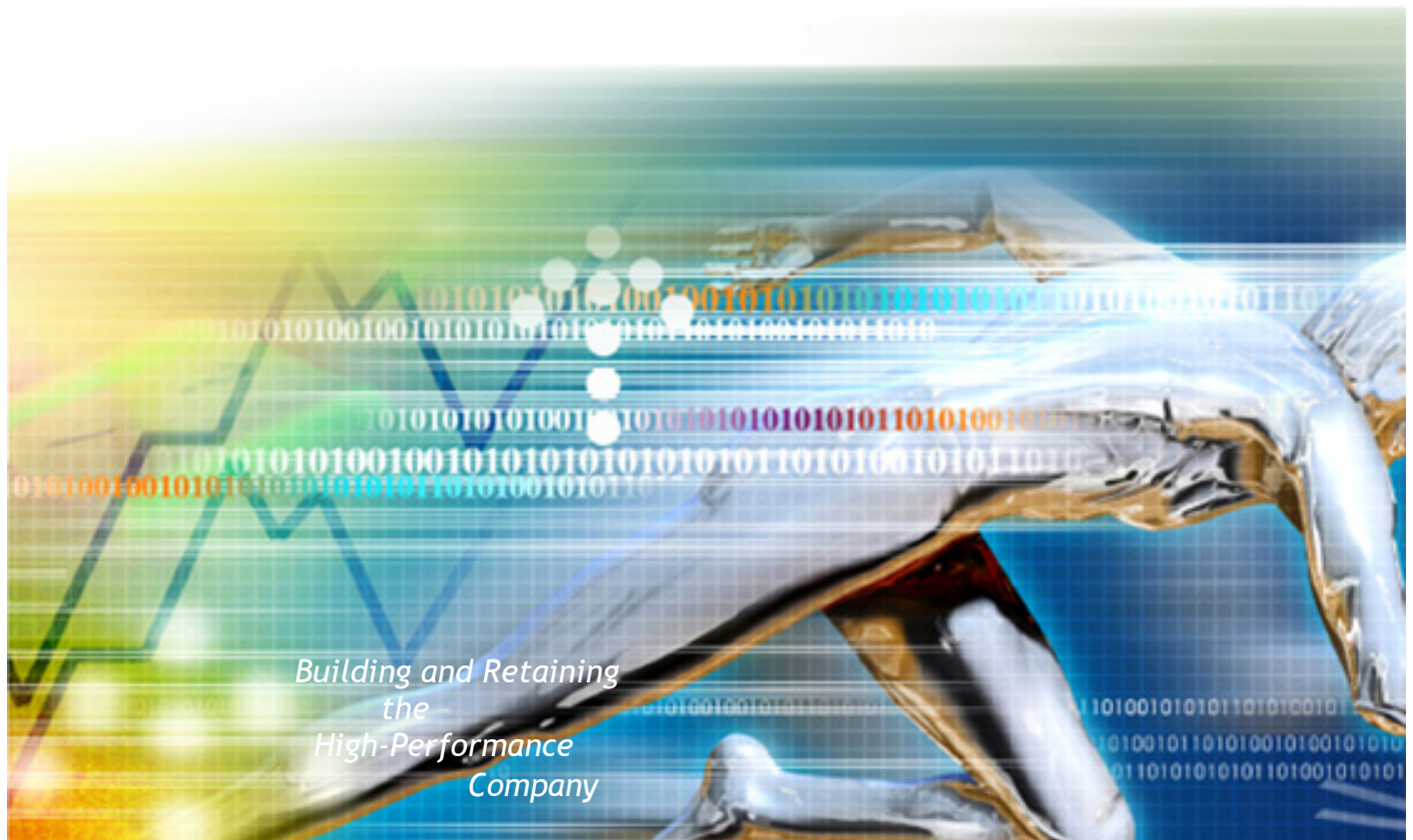
Monday, September 22, 2007

Sally Sample

Director

ABC Sample, Inc.

Pattern Date: 10/1/2007 | 12:54:13 pm



*Building and Retaining
the
High-Performance
Company*

REMEMBER... It all Starts With You!

YOU possess the key to unlocking unlimited opportunities for your personal and professional growth and development.

Think of yourself as the owner of a unique product that you must continually strive to upgrade and improve. Your product is – **YOU!**

This Skill Builder is a practical and realistic approach to increasing your value and leadership skills.



Congratulations!

By choosing this CheckPoint Skill Builder, you are confirming your desire to enhance your performance in the specific leadership skill of “Delegating Responsibility.” You have created an Action Plan for further development of this skill.

Implementing your Action Plan increases your effectiveness. By taking personal responsibility for your continuous leadership growth and development, you can create extraordinary results. We encourage you to thoroughly complete each step of the CheckPoint Skill Builder process.

After completion, plan to participate in another CheckPoint 360° within 6 - 12 months to validate the change in the perception of the people you work with. This proves your growth and effectiveness of your efforts.

We wish you the very best and every success as you develop your leadership potential.

Successfully,

Bud Haney

Bud Haney, President
Profiles International, Inc.

Learning without thought is labor lost. Thought without learning is perilous.

Ready! Set! Go!

– Confucius

Skill Builders involves taking action to improve your leadership skills one step at a time. Carefully examine your skills and view questions, activities, and feedback as opportunities to reflect on your knowledge. Then discover new ways to enhance your skills. You are building momentum as you work to complete this Skill Builder. Utilize the tools provided – read the ideas and complete the recommended actions. Do not cut corners because the time you spend improving your performance is an investment in your future!

This is your reason for improving the leadership skill of Delegating Responsibility:

Based on my evaluation and input from others, I try and do too much myself. In delegating responsibility, I will be able to key on high payoff activities; I will get more of my people involved; I will create a sense of contribution and worth from the direct reports; and I will get more of the things done that I really need to be involved in and the end result will be greater productivity.

The “Delegating Responsibility” Skill Builder for Darcy Walker



Understanding your Developmental Needs.

You have decided that “Delegating Responsibility” is a skill that will build your professional growth and add to your leadership performance. The tips and activities in this Skill Builder are designed to increase your effectiveness in this skill area.

Steps a Leader Takes to Delegate Responsibility

The CheckPoint Survey Summary section of your Feedback Report shows these scores, by you (Self) , your Boss and All Observers for the following leadership behaviors:

Delegating Responsibility Behaviors	You	Boss	All Observers
Know when to delegate and when to take personal responsibility	2.00	2.00	2.40
Delegate the right jobs to the right people	2.00	3.00	2.20
Give others authority to independently fulfill job responsibilities	3.00	3.00	2.40
Empower others to find creative solutions to problems	4.00	3.00	2.40

Behavior you identified for improvement: Knows when to delegate and when to take personal responsibility.

This is what you said you could do differently to improve this behavior:

I will have to get in the habit of stepping back and taking a look at each assignment/duty, particularly new assignments and give some thought to what is the rank importance of the outcome and who besides myself, has the capability to do the work.

This is what you said you can do immediately to implement these behaviors:

To start right away, I need to look at my current workload, both repetitive projects/duties and one time projects to find items to delegate immediately.

The first step in improving your skill level and effectiveness is putting new behaviors into practice on the job. By participating in Skill Builder exercises, you have discovered your individual path for continuous improvement. As you have discovered, this journey is an arduous, yet exciting adventure.

The “Delegating Responsibility” Skill Builder for Darcy Walker

Getting to the Real Issue.

By focusing your attention on the behaviors associated with “Delegating Responsibility” and identifying the *real issue* to be resolved, you are dealing with the *real issue*, not just with *symptoms*.

Below are the behaviors that, when asked if you use them consistently, you answered “yes” or “no” and the comments you entered to help resolve the lack of consistent behavior.



	Behaviors you now use on the job:	The Real Issues to resolve:
No	I know when to delegate and when to take personal responsibility.	The real issue is assuming that no one can do it better than me.
Yes	I delegate the right jobs to the right people.	It is not that I don't delegate the right jobs to the right people; it is that I don't delegate enough jobs.
No	I give others authority to independently fulfill job responsibilities.	I know now that I am granting authority, but not in the true spirit on INDEPENDENTLY letting people fulfill the responsibilities. I think I am hovering too much.
No	I empower others to find creative solutions to problems.	I don't believe I have been "empowering" people; I give them things to do but expect that they will do it exactly as I would have. I am guessing that our folks don't feel empowered.

Your Commitment

Is “Delegating Responsibility” a natural style for you? No

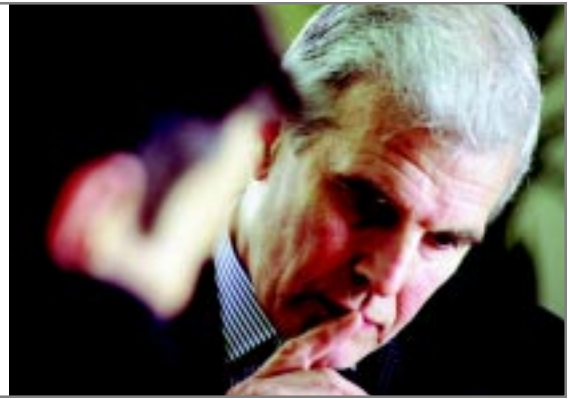
You stated this is how the following people are effected if you do not delegate responsibility:

Peers: Probably wonder why I do so much legwork and don't concentrate on higher-level managerial issues.
Direct Reports: They don't think I have full faith and trust in their abilities.
Boss: May think I am a hard worker, but don't get the big picture.
Customers: They may think I don't pay enough attention to major issues.
Organization: May perceive me as hard working but not top management material as I try to do rather than lead.
<p>You believe your specific development needs are: Develop a methodology to routinely delegate when necessary. This will require a change in habits of thought and will take some work. If I do not make these changes, people in the department will not be as engaged as they will continue to think I don't have faith in them.</p>

The “Delegating Responsibility” Skill Builder for Darcy Walker

Your Developmental Goal is:

My goal is to target, initially and to delegate 25% of the routine things that I currently do. This will free up time for higher payoff activities and bring a much needed new approach to producing results in the department. The time frame for this will be in the next 30 days and I will review with my key staff members to help me track and decide what to delegate.



You Benefit from Feedback

Valid feedback from others, when properly given, can help you successfully meet your goals. Feedback gives you information about what *is* working and what *is not*. In today's rapidly changing environment, lifelong learning is the norm and feedback is the key to learning and growth.

Performance coaching works! An article in Workforce Magazine, October 2000, described a study comparing training alone to coaching combined with training. This study showed that training alone increased productivity by 22.4 percent, while training plus coaching increased productivity by 88 percent.

Benefits of a Good Performance Coach.

Developing or enhancing your skills is more likely to be successful with the support and feedback of an effective Performance Coach. When selecting a Performance Coach, carefully consider whether he/she is capable of supporting you in this area. Your Performance Coach can be your boss, a peer or another person whom you respect for his/her experience and knowledge.

Your performance coach:

- Helps you choose skill building activities
- Holds you accountable to your commitments to learn and to effectively improve in this skill area
- Routinely schedules review meetings
- Provides constructive feedback and coaching
- Encourages you if you experience setbacks
- Recognizes your accomplishments and helps you celebrate successes
- Makes helpful suggestions
- Holds you accountable for following your personal and professional Action Plan

The “Delegating Responsibility” Skill Builder for Darcy Walker

Building a Productive Relationship with Your Performance Coach.

Most people are honored when asked to coach and help others. Building a productive relationship with your Performance Coach helps you benefit from his or her knowledge and experience. Strengthen this relationship and meet with your Performance Coach for ideas that will help you improve your skills. Talk about your responsibilities and your goals. Ask for help when your Performance Coach may be able to help you improve in this skill area.



My Performance Coach

My Performance Coach candidates were:	Bill Thomas (boss)	Susan Windom
This is how these candidates matched the criteria for becoming my Performance Coach:		
Will they show interest in my development and be willing to commit the time to work with me?	Yes	Yes
Do they have effective skills in the area I need developed?	Yes	Yes
Do they observe me in leadership situations?	Yes	Yes
Will they share candid, direct feedback?	Yes	Yes
Will they show me respect and honor my confidentiality?	Yes	Yes
The person selected to be My Performance Coach: Bill Thomas (boss)		
Our first Skill Builder Meeting was on: 01/02/2003		



Addressing Your Developmental Need!

To reach the desired result, it is important to aggressively address your development need.

Getting right to the point – your goal is to improve your “Delegating Responsibility” skill. To accomplish this goal, you must consistently apply the behaviors assessed on the CheckPoint Online Survey.

Using these Skill Building Tips and Activities improves your effectiveness in this skill area.

The “Delegating Responsibility” Skill Builder for Darcy Walker

The Power of an “Aha” Experience.

Have you ever participated in an activity, completed a job assignment, or read a book and suddenly a light goes on and you really *understand*? “Aha!” It is the moment when you connect with an idea and experience a new awareness. You suddenly discover that you thoroughly understand a key point that is personally important to you. We call those times of understanding “Aha” experiences.

An “Aha” experience brings relevance to you and the situation. It is the much searched for *nugget of knowledge* that gives you what you need to begin building strengths and improving in developmental areas. You experienced “Aha’s” as you studied your Feedback Report. You experienced “Aha’s” as you worked with CheckPoint Skill Builders. You identified those “Aha’s” and put them in your Action Plan.

Applying the K-S-S Method

The CheckPoint Skill Builders process is based on the concept: “If it is to be – it is up to me.” As you have seen, your Action Plan does not have to be complex. Often the best course of action for personal and professional development is obvious and easily recognized. The most significant developmental opportunities take place on the job. This development is under your control – requiring only your commitment. One idea you have learned is the K-S-S Method:

K = KEEP Doing

S = STOP Doing

S = START Doing

K

The “K” in K-S-S stands for actions you are doing well and want to KEEP Doing.

S

The first “S” in K-S-S stands for actions you want to STOP doing. Your Feedback Report showed behaviors or actions that bring negative results. STOP Doing these things.

S

The other “S” in K-S-S stands for actions you want to START Doing. As you learn actions that enhance your effectiveness, START Doing them. As you gain knowledge and acquire ideas for better leadership performance, apply them to your work.

The “Delegating Responsibility” Skill Builder for Darcy Walker

Your Skill Building Tips for Knowing When to Delegate and When to Take Personal Responsibility

Your Skill Building Tips are valuable resources – ideas and *reminders* – that encourage you to perform a specific leadership behavior or action in a more effective manner. Post a copy of the tips in your work area to refer to as needed.

- Accept the fact that others can handle some tasks as capably as you can – maybe even better.
- Become comfortable delegating routine tasks and decisions.
- Share responsibility and accountability for delegated work.
- Examine your own workload and determine tasks to delegate to others.
- Delegate important tasks you do not have time to do thoroughly.
- Remember, each time you perform a task someone else can, you keep yourself from doing a task that only you can do.
- Delegate to the lowest possible level.
- Communicate the importance of an assignment at the time of delegation.
- Anticipate success, but do not be afraid to fail. Consider the result of not taking action.
- Prepare your direct reports for delegation. Be sure your direct reports know that it is an expectation of their job to accept and commit to delegated tasks.
- View crisis in the work unit as a team. Everyone should have a *stake* in the crisis. Do not attempt to shield your direct reports – rather give them the opportunity to contribute to the solution.
- Train others to delegate.
- Failing to delegate communicates your lack of confidence in your direct reports' abilities.
- A leader's ability to advance in the organization is proportional to his/her ability to delegate. When you delegate, you are expanding your capability to get things done. Leaders who fail to delegate may be putting a lid on promotions.

The “Delegating Responsibility” Skill Builder for Darcy Walker

Your Skill Building Activities for Knowing When to Delegate and When to Take Personal Responsibility

Feedback Report		
You	Boss	All
2.00	2.00	2.40

The **Skill Building Activities** that follow are exercises and activities using actual on-the-job scenarios that will assist in learning the new actions and behaviors associated with this skill area. Select only the number of **Skill Building Activities** that you can complete without overloading your schedule.

- These are the activities, projects and/or responsibilities you identified as your responsibilities and divided into two categories: Those you will continue to do yourself and those you will delegate.

Activities, Projects and Responsibilities I will Keep	Activities, Projects and Responsibilities I will Delegate
<ul style="list-style-type: none"> • Review monthly financial results. • Draft monthly financial report. 	<ul style="list-style-type: none"> • Review all Journal entries. • Keep budget forms up to date.

As a skilled delegator, the first person that you chose to delegate a responsibility was:
The assistant controller.

You chose this person because:
Has a great deal of the same capabilities that I have.

The responsibility delegated was:
Review all journal entries (and more).

Your feelings about delegating this responsibility were:
It takes away something but gives me more time for more important things.

Results you expected:
Entries will probably have a better review than I was doing and Bill will feel better.

The lesson you learned from delegating this responsibility:
I will be more comfortable in delegating.

The “Delegating Responsibility” Skill Builder for Darcy Walker

Your Skill Building Activities for Knowing When to Delegate and When to Take Personal Responsibility

Feedback Report		
You	Boss	All
2.00	2.00	2.40

The **Skill Building Activities** that follow are exercises and activities using actual on-the-job scenarios that will assist in learning the new actions and behaviors associated with this skill area. Select only the number of **Skill Building Activities** that you can complete without overloading your schedule.

You selected the following direct reports for new assignments and indicated the results you expected as follows:

- Bill Hanson - Journal entry review
- Lisa Martinez - Budget form updating
- Gale Fisher - Direct interface with A/P

These are assignments that you have performed in the last 60 days that you made a commitment to delegate:

1. Prepare the Budget instructions for 2003.
2. Write new job descriptions.
3. Interview clerk candidates.
4. Approve all expense reports
5. Sign ALL checks.

These are the costs you listed for not delegating responsibilities to your direct reports:

- There is the cost of my time vs. High payoff activities.
- There is a cost for moral and job enthusiasm.
- There is an overall cost for lower productivity.

Your Skill Building Activities for Knowing When to Delegate and When to Take Personal Responsibility

Optional Activities

Feedback Report		
You	Boss	All
2.00	2.00	2.40

In addition to the Skill Building Activities on the previous page, you may want to further your personal growth in the area of delegation by choosing additional activities from the suggestions below. In this way, you expand your experience and become more effective in your work.

- You recall that a self-fulfilling prophecy is when you expect something to happen (positive or negative) and you unconsciously act in a manner that makes it more likely to occur. You can use this process in a productive way when delegating.
- Empowerment often comes from knowledge. Consider the following nine responsibilities you could delegate:
 1. Tasks or actions you perform most frequently (repetitive or routine work)
 2. Technical work you currently perform
 3. Work that will provide experience for your direct reports
 4. Activities you are not as qualified to perform as others
 5. Opportunities for your direct reports to work with one another
 6. Opportunities to use and reinforce the creative skills of your direct reports
 7. Actions that will enlarge a direct report's responsibilities
 8. Any opportunity that will increase the number of direct reports skilled in a task
 9. Work that will enrich a direct report's job by adding variety

Your Skill Building Tips for Delegating the Right Jobs to the Right People.

Skill Building Tips are valuable resources – ideas and *reminders* – that encourage you to perform a specific leadership behavior or action in a more effective manner. Post a copy of these tips in your work area and refer to them as needed.

- Survey your direct reports to see what tasks or responsibilities they are interested in tackling.
- Match your direct reports' strengths with work assignments.
- Present small, challenging tasks to direct reports with untested abilities. See if they can rise to the occasion. Use this as a springboard to larger assignments. Fill in obvious skill gaps with training and development.
- Provide opportunities for practice if you know a direct report is trying to improve a skill.
- Arrange for necessary training if your direct reports are not qualified to perform a particular task.
- Consider a direct report's workload when delegating; shift responsibilities as necessary.
- Look in a mirror before you delegate. Are you acting responsibly with your delegation?
- Draw direct reports into responsibilities and tap their potential – delegation provides the opportunities for your direct reports to shine.
- Provide enough direction and assistance when delegating. Set your direct reports up for success.
- Ask direct reports what they need to complete the assignment. If their response is vague or incomplete, use your questioning skills to help assure understanding of other needs for completing the assignment.
- Discuss follow-up with your direct reports when delegating tasks. Make time in your weekly schedule to meet with your direct reports to review progress on assignments.
- Build in a reasonable time span for checks and balances on delegated tasks – do not accept that no news is good news.
- Do not second-guess your direct reports. If in doubt, ask them to explain in their own words their authority, accountability and responsibility for the delegated task.

The “Delegating Responsibility” Skill Builder for Darcy Walker

Your Skill-Building Activities for Delegating the Right Jobs to the Right People.

The **Skill Building Activities** that follow are exercises and activities using actual on-the-job scenarios that will assist in learning the new actions and behaviors associated with this skill area. Select only the number of **Skill Building Activities** that you can complete without overloading your schedule.

Feedback Report		
You	Boss	All
2.00	3.00	2.20

Direct Report 1: Bill Hanson	Direct Report 2: Lisa Martinez
Responsibilities and workload: <ul style="list-style-type: none"> • Oversee financial statement preparation. • Supervise 12 people. • Maintain budget reports and preparation. • Prepare budget variance analysis. • Prepare bank reconciliations. 	Responsibilities and workload: <ul style="list-style-type: none"> • Compile budget input from all departments. • Assist A/R in collections. • Process customer inquiries. • Balance G/L. • Reconcile balance sheet accounts.

Reasons I do not delegate	How I can feel more confident in delegating
<ul style="list-style-type: none"> • I want to control all activity. • I know if I do it myself, it will be • As I get promoted I seem to want to keep old tasks. • I probably have underestimated the department's ability. • I want to look good in the performance of the department. 	<ul style="list-style-type: none"> • Delegate, but monitor to gain the confidence in people. • Don't worry to much about form; look for content. • Have more faith in the people within the department.

The “Delegating Responsibility” Skill Builder for Darcy Walker

Your Skill-Building Activities for Delegating the Right Jobs to the Right People.

The **Skill Building Activities** that follow are exercises and activities using actual on-the-job scenarios that will assist in learning the new actions and behaviors associated with this skill area. Select only the number of **Skill Building Activities** that you can complete without overloading your schedule.

Feedback Report		
You	Boss	All
2.00	3.00	2.20

Three tasks or assignments you have delegated to your secretary, administrative assistant, or department support team:

1. Journal entry review.
2. Budget form updating.
3. Direct interface with A/P.

Why these tasks or assignments were chosen:

They have shown reliability in the past.

What you gained by delegating these tasks:

Time and growing confidence of people in the department and an understanding that I listened when they expressed concerns about my delegating ability.

The possible disadvantages of delegating these tasks:

There could be "mistakes", but we can learn from mistakes.

What you and your direct reports are doing to minimize these disadvantages:

We will just monitor as a group to start with until everyone is more comfortable with their new assignments.

The "Delegating Responsibility" Skill Builder for Darcy Walker

Your Skill-Building Activities for Delegating the Right Jobs to the Right People.

Feedback Report		
You	Boss	All
2.00	3.00	2.20

Other Activities

The **Skill Building Activities** that follow are exercises and activities using actual on-the-job scenarios that will assist in learning the new actions and behaviors associated with this skill area. Select only the number of **Skill Building Activities** that you can complete without overloading your schedule.

- Perform a skill survey of your direct reports. Discover their unused or untapped talents and abilities. Discuss using their untapped talents or abilities more effectively. Find opportunities to delegate, based on their skills and talents.
- Observe a person who is good at this skill. Study how this person uses this skill. Interview them by asking, “*How did you gain that skill? How would you recommend learning that skill? What other advice can you provide to help improve my leadership skills in this area?*” With your Performance Coach, review what you learn and immediately begin implementing the suggestions.
- Is fear of failure or of making a mistake keeping you from delegating assignments? Meet with your direct reports to gain input on how they would delegate difficult assignments. Ask who might be the right person to assign this project. One of your direct reports may be waiting for the opportunity to use untapped talents and abilities.
- Create a job aid to help you make good choices when delegating. Identify what you should consider before delegating. Post your job aid – use it to improve your effectiveness when delegating. Some things to consider include:
 1. What do I need to delegate?
 2. Who is the best match to complete this assignment?
 3. Is this an opportunity to cross-train or develop a direct report?
 4. With their workload, can they handle the delegation?
 5. Doing it myself is not an option – how can I get the assignment accomplished?
- Identify the tasks or assignments you can delegate to your secretary, assistant or department support team. Train your administrative team to help manage your day-to-day business. Set parameters so they meet your expectations.
- Implement a 21-day plan. Whatever action you choose, start immediately. Write the action, commit to implementing it and use it for 21 days. Three times each week, review your progress. Keep notes and assess your lessons learned as you strive for continuous improvement.

The “Delegating Responsibility” Skill Builder for Darcy Walker

Your Skill Building Tips for Giving Others Authority to Independently Fulfill Job Responsibilities.

Skill Building Tips are valuable resources – ideas and *reminders* – that encourage you to perform a specific leadership behavior or action in a more effective manner. Post a copy of these tips in your work area and refer to them as needed.

- Give as much direction as necessary to orientate your direct reports to new duties – then, let them take charge! Do not hover – get out of their way! During periodic follow-ups, give additional direction as needed.
- Make your expectations explicit and thorough – then, allow flexibility with the implementation.
- Clarify which actions require prior approval from you. Gradually increase the direct report’s authority to act independently.
- Encourage your direct reports as they take on new responsibilities. When warranted, give positive feedback.
- Shield direct reports in newly delegated positions from disastrous mistakes – allowing the opportunities for smaller errors can be a learning experience. Remember, mistakes are a great teacher.
- Put yourself under deadlines that you cannot possibly meet without using the resources of the others in your work unit. Delegate the responsibility to accomplish specific tasks to your direct reports.
- Use good judgment by supplying appropriate amounts of detail when delegating. Do not be a leader who provides too little information or goes overboard by providing too much information.
- Never abandon a direct report after delegating. Instead, increase your communications – spend time with the direct report and provide additional skill-building if required.
- Accent the positive and increase credibility and enthusiasm for the delegation by highlighting your confidence in the direct report and his/her ability to successfully complete the delegated assignment.
- Trust others to perform – let them finish their own work.
- When delegated assignments do not meet your expectations, do not redo it yourself. Show your direct report what is to be changed and allow him/her to do the rework.
- Give others maximum authority, accountability and responsibility for the delegated task. Allow them to structure the tasks and make the decisions.

The “Delegating Responsibility” Skill Builder for Darcy Walker

Your Skill-Building Activities for Giving Others the Authority to Independently Fulfill Job Responsibilities

Feedback Report		
You	Boss	All
3.00	3.00	2.40

The **Skill Building Activities** that follow are exercises and activities using actual on-the-job scenarios that will assist in learning the new actions and behaviors associated with this skill area. Select only the number of **Skill Building Activities** that you can complete without overloading your schedule.

<p>When you imagined delegating three assignments to your direct reports, you chose:</p> <ol style="list-style-type: none"> 1. Review of past due accounts; this will free up time to address more people issues in the department. 2. Initial departmental budget reviews. Most inconsistencies are obvious; Bill will be more involved in 3. Check signing for items under \$1,000.00; low risk duty delegation
<p>You chose these assignments because:</p> <p>These assignments currently take a fair amount of time and often get delayed when I am traveling. Processes will flow smoother and budgets will be revised more quickly at the department level.</p>
<p>What you did to assure that the direct reports had the authority to complete these tasks:</p> <p>I have assurance of the people's authority as all of the delegated duties come under the jurisdiction of my department. In addition to having the authority per my view, I made it clear that they should know that they have the authority and now the responsibility of the delegated task. This discussion and assignment of new duties was well received.</p>
<p>This is the coaching you provided:</p> <p>As each person has completed a new task, we have met to review the results. We not only look at the results, but how the task was accomplished. This has resulted in actually speeding up completion, as several new procedural methods have emerged.</p>
<p>These are three times you overruled the decisions of direct reports in the last six months:</p> <ul style="list-style-type: none"> • Denied a decision to spend money for a new postage machine • Denied a decision to give an out of sequence raise • Denied a decision to grant extra time off.
<p>Here is your description of how the direct reports felt about being overruled:</p> <p>At the time, I did not pay much attention. I do realize now that all of them were disappointed.</p>
<p>Do you/they now feel the intervention was necessary?</p> <p>At the time, I thought the intervention was necessary, but none of them did or they would not have made the decision that they did.</p>
<p>This is how you think necessary interventions could have been better managed:</p> <p>I should have spent more time exploring the reason that they decided what they did. In most cases, I was rushed for an approval, and just did not take time to examine the request. I always had a lot on my plate, which I am beginning to realize, was a result of not delegating properly.</p>
<p>Here is what your direct report thinks you could have done differently:</p> <p>I have talked with all of them and they agreed I should have taken more time to explore my decision and they also thought they should have taken into account my backlog of work.</p>

The “Delegating Responsibility” Skill Builder for Darcy Walker

Your Skill-Building Activities for Giving Others the Authority to Independently Fulfill Job Responsibilities

Feedback Report		
You	Boss	All
3.00	3.00	2.40

Optional Activities

In addition to the Skill Building Activities on the previous page, you may want to further your personal growth in the area of delegation by choosing additional activities from the suggestions below. In this way, you expand your experience and become more effective in your work.

- Attend a training program on delegation and train your direct reports with the information you have learned. Make training an important event – capping it off by brainstorming with direct reports about what to delegate in and outside the work unit. You might create a process for consistency in delegating with your direct reports.
- Follow a proven process that has achieved results when giving others authority to independently fulfill job responsibilities. Make a job aid that identifies the following:

What is the Assignment?	
What are the responsibilities, authority and accountability?	
How to confirm understanding and agree upon frequency and methods of feedback.	
How to communicate who is in charge to others impacted by the delegation.	

- Practice delegating assignments, perhaps with your Performance Coach, to assure the direct report understands your expectations. Ask your Performance Coach for feedback about how he/she perceives your skill of setting expectations.
- Determine tasks and assignments that you need to delegate. Delegate the assignment in a way that assures your direct report that he/she has the authority to independently fulfill the responsibility. Take your time. The key is to give others the independence to get the job done. Make time to provide coaching. After delegating, identify the lessons learned and apply them. Strive to continuously enhance your delegation skills.
- Make a thorough list of times in the past six months where you overruled your direct reports' decisions. Use the list as a training tool by sharing it in a discussion with your direct reports. Determine ways to avoid overruling direct reports' decisions. Identify the lessons learned from the discussion and decide what you need to do differently next time.
- Identify times in the past six months when you intervened in a project or assignment without permission of the delegatee. List the reasons you chose to intervene. Determine the impact of your actions. Identify what you would do differently when delegating to avoid intervention in the future.
- Meet with your manager and discuss tasks that could be delegated and to whom they could be delegated. Discuss putting delegating responsibility into your performance review as an expectation of your performance.
- When others express interest in improving their skills, provide them the opportunity by delegating a new responsibility. Provide coaching as your direct reports develop an Action Plan, including follow-up dates and support they may require. Celebrate with them when they have successfully completed the task.

The “Delegating Responsibility” Skill Builder for Darcy Walker

Your Skill Building Tips for Empowering Others to Find Creative Solutions to Problems

Skill Building Tips are valuable resources – ideas and *reminders* – that encourage you to perform a specific leadership behavior or action in a more effective manner. Post a copy of these tips in your work area and refer to them as needed.

- Empowerment, creativity and taking ownership of creating solutions to problems requires more change by the leader than by his/her direct reports. Empowering others to find creative solutions may be a new way to work with direct reports.
- Everyday, your direct reports are empowered to find creative solutions to problems in their private lives. Get to know your direct reports and you will discover the challenges they face raising families, going to work and meeting life's demands. You need to capture these same skills on the job.
- Make a commitment to capture your direct reports' hearts, minds and hands. To get a change in others, you are required to make a change. What can you do differently to empower your direct reports on the job?
- Develop a habit to never accept a single solution to any problem. Train your direct reports to understand that when they meet with you, they need to always present at least two ways to solve a problem. Make this a daily practice.
- The magnitude of empowerment given to your direct reports is proportional to the amount of empowerment given to you, their leader. If you are not empowered to do your job, start there. Remember, however, just because you do not feel fully empowered does not mean you cannot empower your direct reports.
- Think hard about the word *power*. When you consider your direct reports, do you say to yourself, "*What can my direct reports do for me?*" or do you say, "*What can I do for my direct reports?*" The statements are slightly different, but the impact is major. The first statement reflects a leader with a *user* mentality and the second statement reflects a leader with a *developer* mentality.
- You may be surprised when your direct reports resist empowerment. Do not think you can go to work one day and be directive and controlling and the next day you change to an empowering leader. Empowering others is not a single change – it is a total change.
- Decision-making is at the core of empowerment. It is important to know the different levels of participation in decision-making. Reflect on your decision-making style so you can provide accurate input to others when they inquire about their authority to independently fulfill the responsibility of an assignment.

The “Delegating Responsibility” Skill Builder for Darcy Walker

Your Skill-Building Activities Empowering Others to Find Creative Solutions to Problems

Feedback Report		
You	Boss	All
4.00	3.00	2.40

The **Skill Building Activities** that follow are exercises and activities using actual on-the-job scenarios that will assist in learning the new actions and behaviors associated with this skill area. Select only the number of **Skill Building Activities** that you can complete without overloading your schedule.

Your direct reports gave you these three ideas for empowering them to create solutions to problems:

1. Let them try BEFORE approval if they think something should be done.
2. Give overview responsibilities rather than job specific responsibilities.
3. If we make mistakes, make them a learning situation, rather than a blame situation.

Your direct reports suggested these three things you have to know or do in order to effectively empowering them to find creative solutions to problems:

1. Get to know each one better, so they feel more confident about their abilities.
2. Be cautious, but still show a little praise.
3. Just give them a chance.

You identified the following pros and cons to empowering others to find creative solutions to problems:

Pros	Cons
<ul style="list-style-type: none"> • More things get done quicker. • People feel more confident. • People are more engaged. • People will be more motivated. • Lower turnover/greater job satisfaction. 	<ul style="list-style-type: none"> • Mistakes could be costly. • People may overstep limits of empowerment (authority). • Too many dissappointments. • Where does one draw the line? • People may get too confident.

The “Delegating Responsibility” Skill Builder for Darcy Walker

Your Skill-Building Activities Empowering Others to Find Creative Solutions to Problems

Feedback Report		
You	Boss	All
4.00	3.00	2.40

The **Skill Building Activities** that follow are exercises and activities using actual on-the-job scenarios that will assist in learning the new actions and behaviors associated with this skill area. Select only the number of **Skill Building Activities** that you can complete without overloading your schedule.

When asked what type of Management Style you use, you chose: [Directive Management Style](#)

You feel the benefits of this style are:

(NOTE: I initially thought I used a collaborative style, but as I have gone through the exercises, I think I am more directive in style). The benefits would be quicker directives of what needs to be done; more control over processes; generally no wondering about what needs to be done.

You believe this style is most effective when:

I think it is most effective when needs are fairly well defined and duties tend to be recurring.

When you use this style, you feel:

I am not feeling as comfortable as I was as I am beginning to realize I may be actually curtailing productivity.

You believe the drawbacks to using this style are:

Very little chance for people to give their input, curtailing of developing new ways to do things, no feeling of contribution from the department personnel.

The “Delegating Responsibility” Skill Builder for Darcy Walker

Your Skill-Building Activities Empowering Others to Find Creative Solutions to Problems

Feedback Report		
You	Boss	All
4.00	3.00	2.40

Optional Activities

In addition to the Skill Building Activities on the previous page, you may want to further your personal growth in the area of delegation by choosing additional activities from the suggestions below. In this way, you expand your experience and become more effective in your work.

- Observe a person who is good at this skill and see how this person uses this skill. Ask, “*How did you gain that skill? How would you recommend learning that skill? What other advice can you provide to help improve my leadership skills in this area?*” With your Performance Coach, review what you learn and immediately begin implementing the suggestions.
- Ask your direct reports for ideas about how to empower them to create solutions to problems. Use this challenge as a means to begin modeling a more empowering behavior. Ask your direct reports to help you identify what you need to know or do to effectively empower them to find creative solutions to problems. Ask them what they need to know or do to feel more empowered. Empower the team to evaluate the suggestions and prioritize the actions to take to improve in this area. Put the plan to work.
- Work with your direct reports and solve problems together, thus reinforcing their problem-solving and collaboration skills. Choose opportunities for direct reports to solve problems. Meet with your team to lead them through a process to creatively solve a problem. Assess lessons learned and work with your team to apply what they learn to the job.
- Prepare a similar form and reflect on your management and communication style. Which style do you use most? If you find you are not as collaborative as you need to be, identify three actions that will help you become more collaborative. Discuss your feelings and actions with your Performance Coach or manager.

The “Delegating Responsibility” Skill Builder for Darcy Walker

Identifying “Aha’s” About the Skill-Building Activities

Your “Aha’s”	Action toTake
<ul style="list-style-type: none"> • It makes no sense to try and do everything. I am wasting my time by doing jobs or tasks that should be done by others in the department. • People want to help and want to do things that will help the Company be more efficient and productive. They also think I am either not trusting of them or do not believe in their capabilities when I perform tasks that clearly they could do. • It makes sense to get the department more involved. • I don't know why I didn't realize earlier that by trying to do everything I was actually holding up the flow of work. • Don't be so quick to decide!! • While it is not my job to make people "like" me, I need to be more aware of people's feelings. • People will be more productive when they feel they can contribute. • Collaborative may be more beneficial than directive. 	<ul style="list-style-type: none"> • I must complete the action plan to delegate tasks as outlined earlier. • Meet with each person in the department to discuss current workload and have a list of my tasks/jobs for delegating to them. • I need to change my habits and free up my thinking. • I need to set new goals for the department to highlight the ability to do more work. • With more time since I began delegating, I can make better decisions. • I need to get more information about who the people are and why they act/react the way they do. • I need to get more input from the people I work with. • I need to know my style better and find a way to change.

Who helped you get the information you needed to put the “Aha’s” into action:
I need to work more with my boss and probably need to get more information on my people and myself to effect changes.

The idea (or action) you chose to do first:
I want to follow up on delegating more immediately. I plan to get information on each person and the team as a group from assessments that we have available.

What you learned when you implemented this “Aha”:
I want to start immediately with the information process, then follow up on the items listed to be delegated and actually delegate what was listed and see how it works.

Your Performance Coach’s Involvement

Here is how you involved your Performance Coach as you implemented your Skill-Building Activities:

I will review the assessment information, view the tasks indicated, and ask for input on selection of the tasks and method of implementation.

Your first meeting with your Performance Coach was:

I will meet to review my plan to implement immediately; we can then schedule a meeting after I have gathered the information indicated.

The “Delegating Responsibility” Skill Builder for Darcy Walker

Feedback Report

You	Boss	All
4.33	5.00	3.85

Your Delegating Responsibility Action Plan

What you want to **KEEP Doing** to delegate responsibly:
I will keep reviewing to find tasks, routines, etc. to delegate.

KEEP Doing

What you are going to **STOP Doing** to improve your “Delegating Responsibility” skill:
I will stop trying to do everything myself.

STOP Doing

What you are going to **START Doing** to improve your “Delegating Responsibility” performance:
I want to start knowing my people better to be more confident of their abilities and what they want to do more of.

START Doing

My Statement of Personal Commitment:

I will be sure and delegate as indicated. The benefits would appear to be significant in terms of my time, people's involvement, and expected increase in department productivity and morale.

I first met with my boss and reviewed my “Delegating Responsibility” Action Plan on 01-02-03

My follow-up meeting with my boss to discuss my progress and to monitor my plan was on 01-15-03

I will complete a follow-up CheckPoint Online Survey to measure my progress by 06-15-03

The “Delegating Responsibility” Skill Builder for Darcy Walker



Your “Delegating Responsibility” Action Plan Checklist

Use this checklist to track your progress and the further development and execution of your Action Plan. Continuing action to improve your abilities, develop your skills and increase your effectiveness is essential to your continued success.

Objectives for Meeting with your Boss:

- Complete the communication loop between you and your boss.
- Review your development areas.
- Provide feedback about “Aha” experiences from the “Delegating Responsibility” CheckPoint Skill Builder.
- Identify what you are going to KEEP Doing, STOP Doing and START Doing as a result of the information gained from this CheckPoint Skill Builder.
- Ask your boss to monitor your progress and provide additional feedback so you can maintain a high level of motivation.
- Recognize your accomplishments and successes.
- Agree upon a time when you will document your progress by completing a follow-up CheckPoint Online Survey.
- Thank your boss for the opportunity to participate in an organized program of personal and professional growth and development.

If your Performance Coach is different from your Boss

- Thank your Performance Coach for helping you.
- Review your “Delegating Responsibility” Action Plan and specify when you will meet with your Performance Coach to gain feedback, support and recognition.

Recognize changes, retake the CheckPoint Online Survey, and more

- Complete this CheckPoint Skill Builder.
- Acknowledge the changes you have brought about in your “Delegating Responsibility” behaviors.
- Reward yourself for the hard work you put into this professional development process.
- Set a date (6 – 12 months – and record it in your appointment calendar system) to take another CheckPoint Online Survey to measure your progress.
- Build progress checks into your overall development process.
- Seek regular feedback from others about your progress as a means of **inspecting** what you **expect**.
- Work on one to three Skill Builders at a time. Select those that enhance your strengths and lead to improvement in your development areas. A complete list of the CheckPoint Skill Builder Series is on the next page.

Provide opportunities to help others develop. The same steps you used for your development will also work for others. When you help another person improve, you also increase your own effectiveness. A great way to help another person grow is to give the gift of feedback. Provide opportunities for your direct reports to participate in the CheckPoint Online Survey and use the CheckPoint Skill Builders.

The “Delegating Responsibility” Skill Builder for Darcy Walker

Other CheckPoint Skill Builders

There are eighteen different CheckPoint Skill Builders available in this series. As you have experienced, CheckPoint Skill Builders are powerful tools that help you and your team members to increase your effectiveness. To begin another CheckPoint Skill Builder, contact your CheckPoint Administrator:

Sally Sample
ABC Company
Sally@abc.com

CheckPoint Skill Builders

Listening To Others	Facilitating Team Success
Processing Information	Working Efficiently
Communicating Effectively	Working Competently
Instilling Trust	Taking Action
Building Personal Relationships	Achieving Results
✓ Delegating Responsibility	Cultivating Individual Talents
Adjusting To Circumstances	Motivating Successfully
Thinking Creatively	Displaying Commitment
Providing Direction	Seeking Improvement

**For information about other Profiles' products
contact your Profiles Representative.**

The “Delegating Responsibility” Skill Builder for Darcy Walker