

Flexible management and delegation



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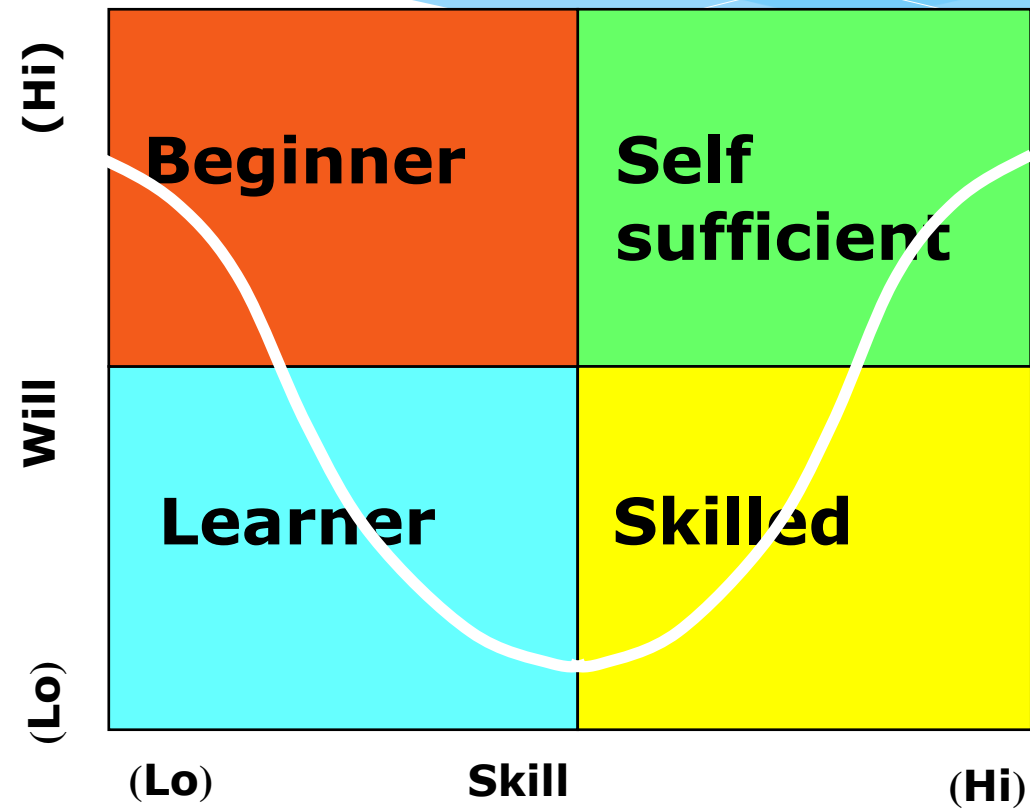
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*Adapted from Situational Leadership by Paul Hersey and Ken
Blanchard*

First think about their Skill And Will

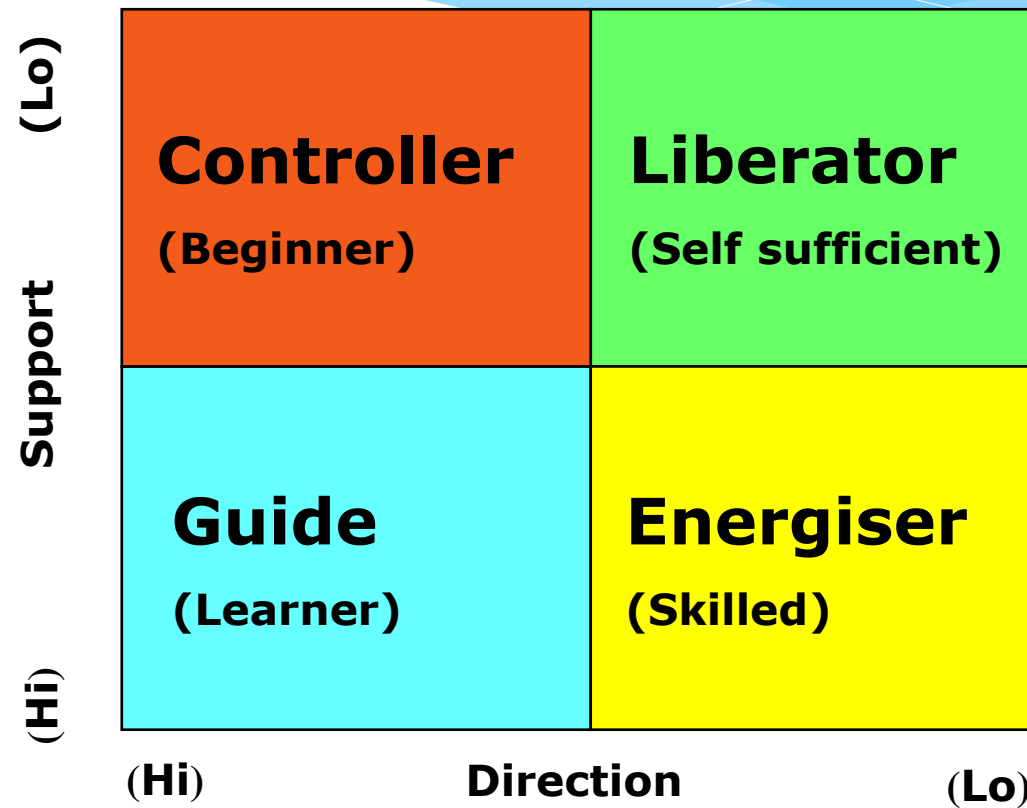
- **SKILL:** the level of competence that the person has for the task.
- **WILL:** the level of commitment (enthusiasm and confidence) the person has for the task.

Their skill and will?



Ref: Kenneth Blanchard & Paul Hersey

Then think about what they will need from you.
Which style?



Ref: Kenneth Blanchard & Paul Hersey

Ask questions to explore Skill And Will with them

Skill level

- What experience do you have of this kind of project?
- Have you ever done anything like this before?
- How well do your skills match up to this task?
- What will be the hardest part for you?
- If there were a problem area, what might it be?

Will level

- How does this project grab you?
- Is this something you feel you can commit to?
- How confident do you feel about taking this on?
- On a scale of 1-100, where 1= “not worth getting out of bed for” and 100 – “I would die for this project” how do you feel?
- What are your feelings about this?
- Is this something you feel confident in doing?
- If you had any concerns about this project, what would they be?

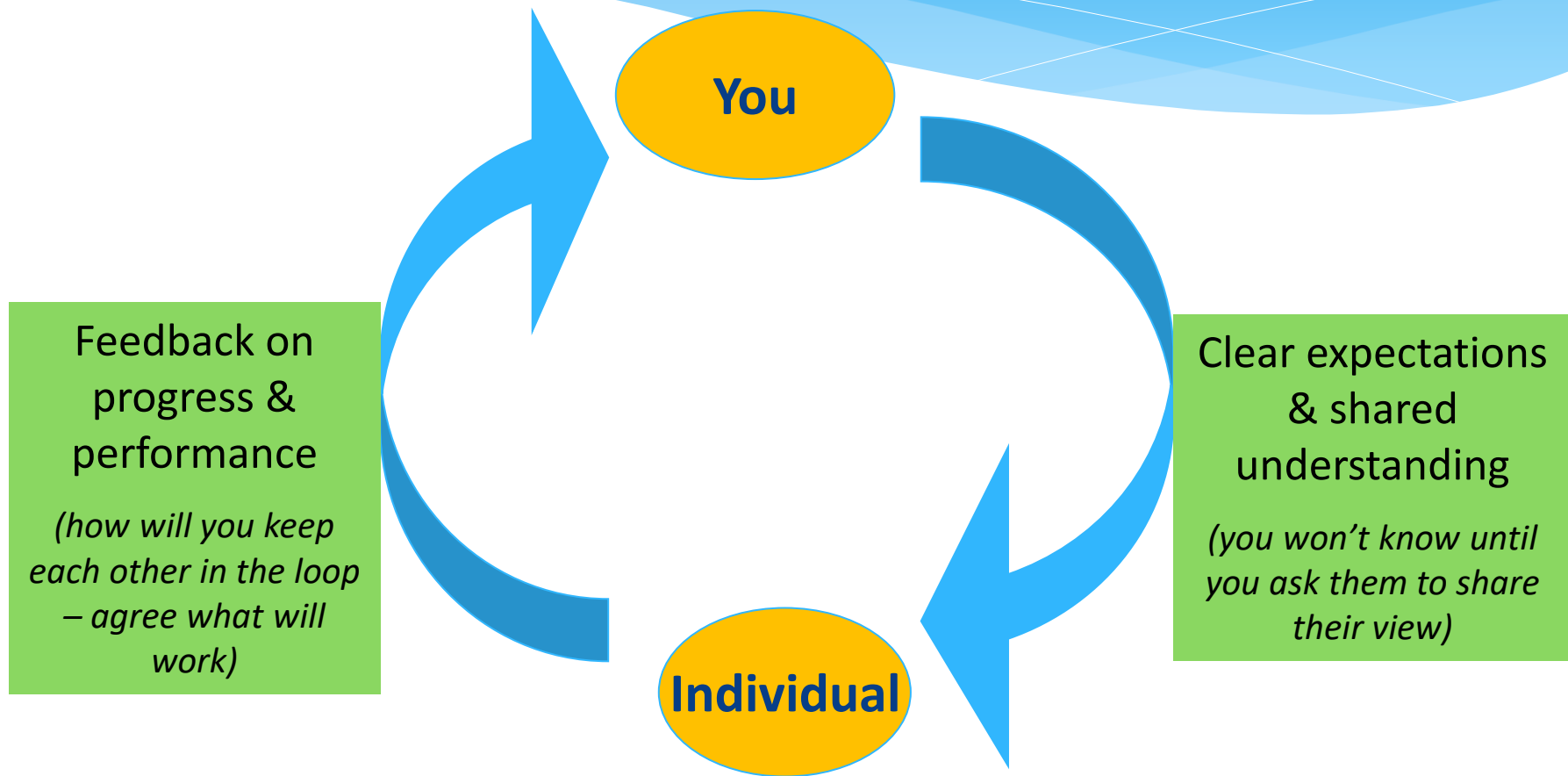
Plan to delegate well

The task is:

Who:

- Where are they in relation to this task in terms of will and skill? (How sure are you?)
- What else do I need to find out in order to delegate effectively to them?
- How will I give them the right level of support and guidance? What will I need to do more of / less of than usual?

Closed loop communication – avoiding the 2 pitfalls



If someone doesn't deliver what you expected – how well did you test their understanding of your expectations. Did you just tell them?

If you end up checking up – how did you agree they would keep you updated on progress?

Creating shared understanding and solutions

- Know that others don't see things the same way as they do
- Seek to add clarity and shared understanding by:
 - Testing understanding
 - Summarising
 - Asking for ideas
 - Probing behind thinking
 - Asking for reactions
 - Seeking information



Which means...

- **Testing understanding:**
 - "Am I right that this is your area?"
 - "You suggested a week for this didn't you?"
- **Summarising (regularly – not just at the end!):**
 - "So you'll put together a first draft plan and come back and test it with me by the end of the week"
- **Asking for ideas (seeking proposals)**
 - "Right, where would you like to start?"
 - "Can you suggest a way forward?"
- **Probing behind thinking (seeking reasons)**
 - "Why do you think that's important?"
- **Asking for reactions (seeking reactions)**
 - "What do you think of that idea?"
 - "How do you feel about taking the lead on this?"
- **Seeking information:**
 - "How much do you know about this?"
 - "What challenges do you see?"

