



Delegating Too Much – The Challenge:

"My boss is delegating too much to me. How do I give him/her feedback without sounding like I am not a team player?"

Being a team player means doing whatever it takes to support the team in achieving the goal. Doesn't it? But, what about when you are already overwhelmed with current responsibilities and offering support to someone else may jeopardize the success of your own objectives?

In an environment of too few qualified resources, very often our superstars can be overwhelmed by too many requests for support. So how do you say "no" without being labeled as someone with an attitude problem? Try these steps; Assess, Communicate, Negotiate, and Develop.

Step One: Reassess your existing workload. Are you focusing on High Payoff Activities? Are there Low Payoff Activities that you need to delegate or eliminate?

Step Two: Review your High Payoff Activities and the priorities for your projects with your boss. Are you in agreement? Are you focusing on the right things?

Step Three: Communicate, communicate, communicate. Let your boss know what you are currently working on. If you are performing at your maximum, communicate the consequences of taking on more work. Let him/her know what projects will be impacted and to what extent.

Step Four: Negotiate. If this new responsibility cannot be delayed, go back and try to renegotiate the target dates on your other projects.

Step Five: If you are in agreement that you are working on the priority projects and nothing else can be re-negotiated, assist your boss in finding someone else who may be able to assist him/her.

Step Six: Educate your boss. You may have other members of your team who have the talent to assist him/her. Let them know that you have worked with that individual and you are confident they can handle the work. You may need to monitor the work. This still takes less time than doing it yourself.

Step Seven: Develop your people. Your organization is at risk and so is your career if you are the only one with the skills. Should something happen to you, the company has no one to support their efforts. In addition, you may be your greatest obstacle to receiving a promotion. If they don't have anyone to do your work, they can't promote you. Identify others on your team who are either capable or interested in taking on some of your responsibilities. Train them through modeling, coaching, or through the use of other training resources.

Delegating Tip:

Hint: You can say "no" and still be a team player. Make certain you assist in making sure the job gets done, whether it is completed by you, your people, or someone outside of your group.