Self-Teach Workbook

Time

Management

Delegation & Coaching

Time Management - Delegation & Coaching *- Watch the Self-*

Durham University Leadership Programme

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How To Use This Workbook

This workbook is intended to support the 'Self-Teach' modules and will provide additional activities, explanations and resources you can use in your leadership role.

Work through the self-teach video and, where directed, or as you feel appropriate, pause the video and refer to the workbook. In the video there will be opportunities for you to take a '60 second thought capture,' (indicated by a 🕐 symbol. Feel free to use the space provided in this workbook to jot down your thoughts. Alternatively, you can pause the video at any point to allow more time to consider the questions.

Take away resources (i.e. those that you can use separately as a 'tool' or resource in your leadership role) will also be highlighted by a 💼 symbol. This will prompt you to copy the resource for later use if you wish.

What to expect from the Module (video and workbook)

• Models, Tools & Tips - 🔧

• Reflective Questions -   🕐

• Post-session Resources and Exercises 💼

How to Use the Self-Teach Module

• Block out the time (sufficient time to watch and complete the activities)

• Download the PDF workbook

• Complete the exercises

• Pause/ rewind/ revisit any time

• Complete the post session activities

• Drop into the Q&A sessions planned
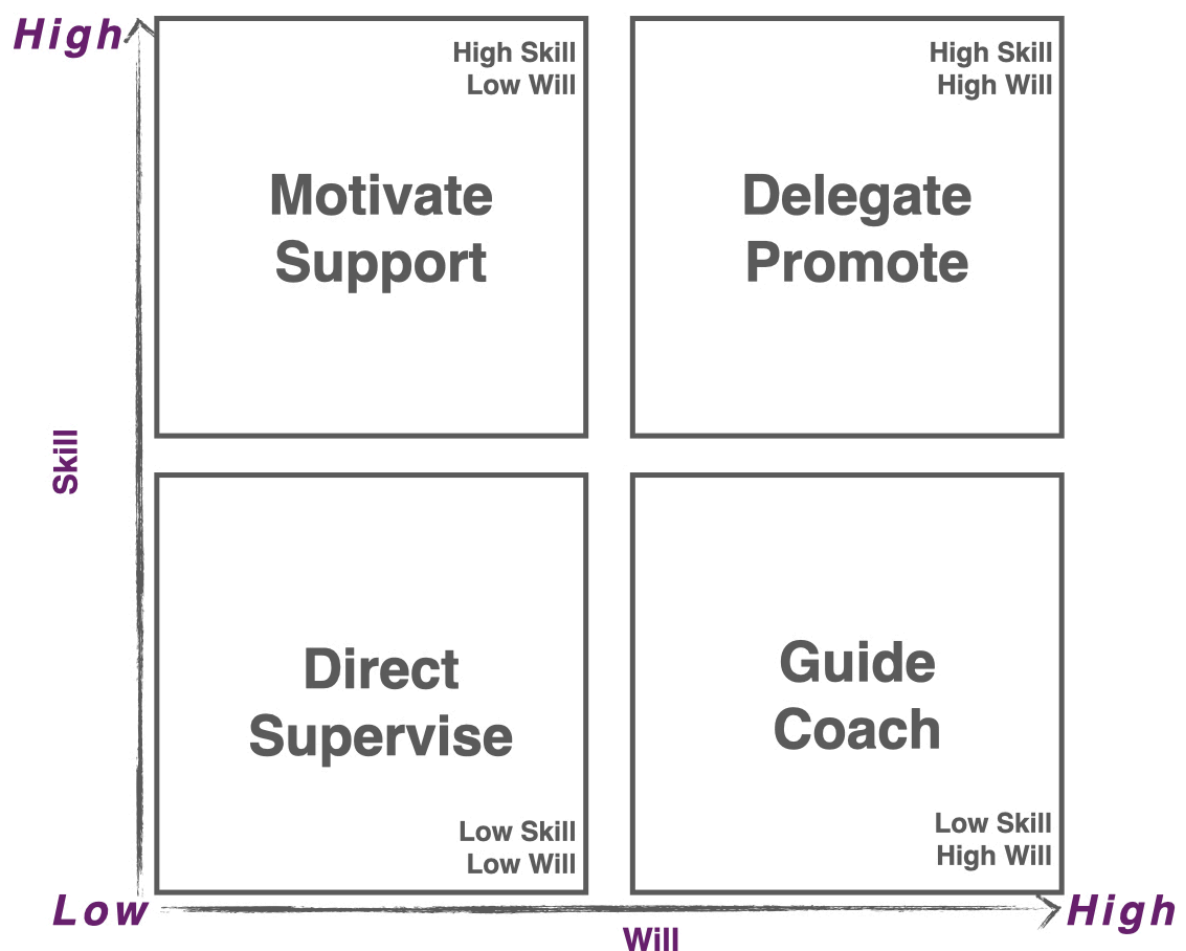
Workbook Contents

Coaching & delegating - your leadership style

Leadership Style

How you lead can impact not only on motivation levels, and outcomes but on how much time you spend supporting and/or directing your people.

How can you achieve high performance and outcomes without it taking up all of your time and energy as a leader?

The Skill-Will Matrix *(*1)*

High

|	
High Skill Low Will **Motivate Support**	High Skill High Will **Delegate Promote**
Direct Supervise Low Skill Low Will	**Guide Coach** Low Skill High Will

Skill

Low — Will — **High**

Coaching & delegating - your leadership style (continued)

Thought Capture Exercise

 Do you find you operate in one or two particular quadrants much of the time? What are they and what are the reasons for this?

Check out these self-teach modules to support your skills development in the other quadrants:
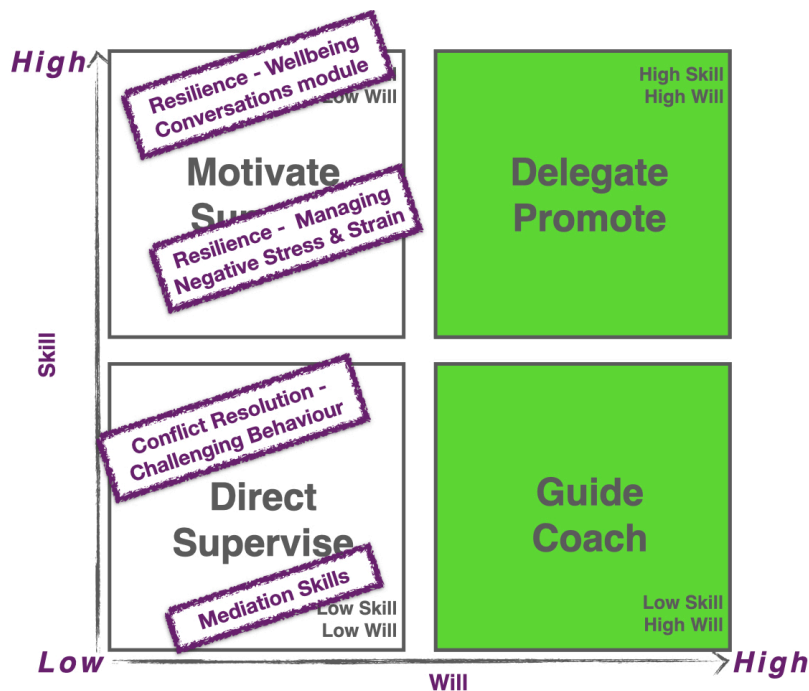
Delegating

Delegation - your experiences

What experience have you had (good or bad) of delegating or being delegated to? What made it good or bad?

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Delegation is …the assigning of tasks or projects to another for completion.

Delegation is not dumping

Why are you delegating?

- Saving you Time?
- You don't want to do it?

(Not sufficient on their own)

More positive reasons:

- A better outcome?
- Quicker?
- Develop another
- Succession planning

Why are you NOT delegating?

It's easier to DIY

Don't have time to show them how

I can't let go of control

I don't trust anyone else to do the quality job I do

There isn't anyone I can delegate to

Delegating (continued)

When to delegate - DADs? (Watch the video self-teach)

- Ditch it (does it need doing in the first place?)

- Automate it - is there a way to use technology to get it done

- Delegate - can it be delegated?

- But before you do

- Simplify - can the process be simplified firs

What can you delegate?

What tasks can you delegate to your team members?

Jot down your thoughts here:

What not to delegate:

- Your authority and responsibility

- Performance management - unless…

- Wellbeing issues - but…

- Duties you are legally responsible for

- Challenging behaviour/ Dealing with Conflict

- Responsibility for mistakes

Delegating (continued)

Key Steps in Delegating:

- Clarity - what are you delegating

- Why? Know & communicate your reasons

- To whom?

- What support & resources do they need?

- What outcome is required?

- Deadlines/ Milestones?

Decide on the level of oversight and support:

High

Skill

**High Skill
High Will**

**Delegate
Promote**

Level of Support & Oversight

•Come back with your plans/ ideas

•Check in regularly…

•Come back to me when completed

Low   **High**

Will
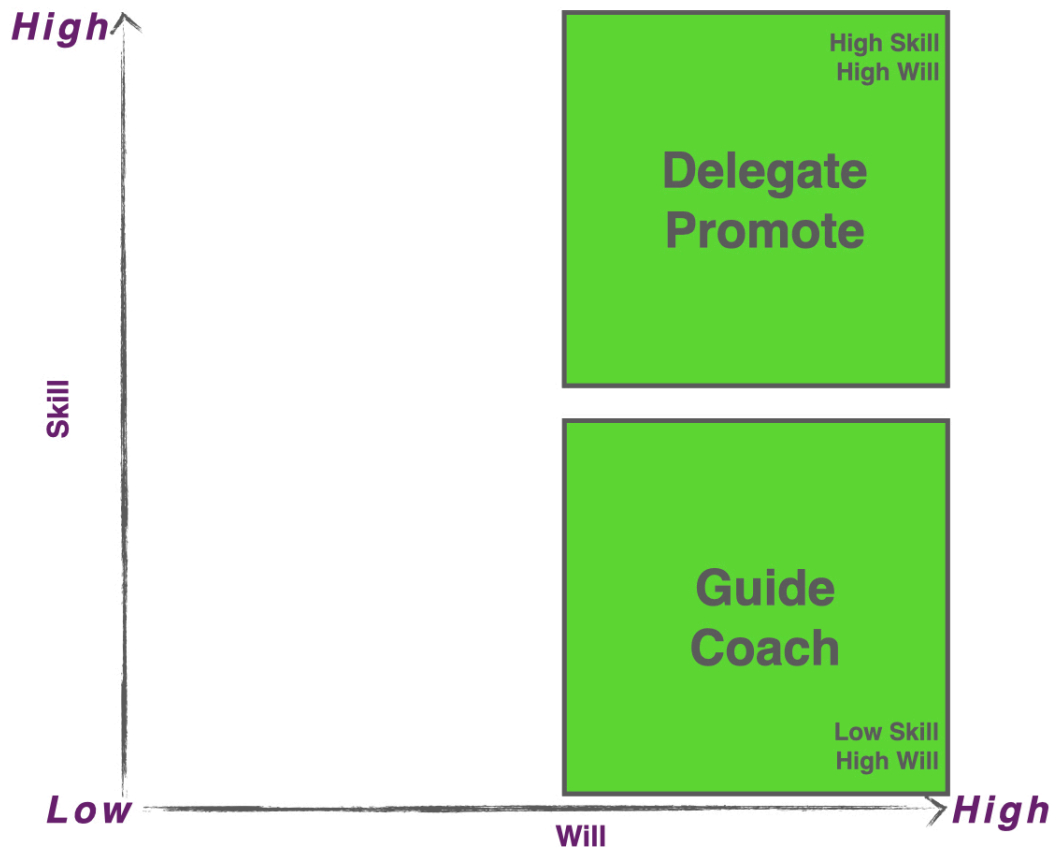
Delegating (continued)

Give it a go:

Refer to the delegation activity in the workbook - Identify one task or small project and consider how you will delegate it - work through the checkpoints to help you identify the level of support etc required

Jot down your thoughts here:

Coaching

Positioning Coaching:

Thought Capture Exercise

High ↑

High Skill
High Will

Delegate
Promote

Skill

Guide
Coach

Low Skill
High Will

Low ————————————————→ **High**

Will

What is Coaching?

Coaching is unlocking a persons's potential to maximise their performance. It is helping them to learn rather than teaching them.

*Whitmore (2009, 4th ed, p.10) (*3)*

Coaching (continued)

What Coaching is NOT

- Showing

- Telling

- Advising

- Training

- Consulting

- Mentoring

Who can help?

It can take practice. Who can you think of that:

a) is an experienced coach and could offer support?

b) Would be willing to allow you to practice the coaching tool we will cover?

Jot down your thoughts here:

Coaching (continued)

The Benefits?

- Building a team of empowered people

- Motivation and engagement

- Innovation

- Can free up your time

Having Empowered Conversations 'On The Go'

Busy leaders can often fall into the habit of taking challenges and issues from their team members for a number of reasons (feeling time pressure - 'just leave it with me', feeling pressurised to help, rescue or remove stress - 'don't worry, I'll fix it.')

This adds to your own stress levels and misses the opportunity to foster feelings of empowerment in the team member - learning they can fix, solve and overcome challenges can be incredibly empowering.

The OSKAR model is a performance coaching model, and one that can, with practice be used to encourage ownership of both the challenge and the solution by your team members. It can be used as a quick conversation 'on the go' tool.

O.S.K.A.R. 5 Minute Coaching model:

Outcome?

Scaling

Know How?

Action?

Review

Coaching (continued)

O.S.K.A.R. 5 Minute Coaching

Outcome?
Encourage them to specify the ideal outcome would be when they present their problem or issue - 'so what would be a good result for you here?' 'What would that look like?'

Scaling
How far from the ideal outcome are you? On a scale of 1 to 10 (10 being the ideal outcome), what number are you now?

Know How?
If a '4' for example, focus on getting to a 5 or 6. What do they already know? What can they do? What solutions can they identify? Support and suggest if they struggle

Action?
Encourage them to identify 2 or 3 things they can do now to move themselves forward - to get to 5 or 6.

Review
Agree that you will check in with them - decide when is appropriate and encourage them to let you know if they struggle in the meantime.

Question:

Who, within your team and network could prove to be a more agreeable practice candidate? Get used to using the model 'safely' before applying it to the more resistant members of your team.
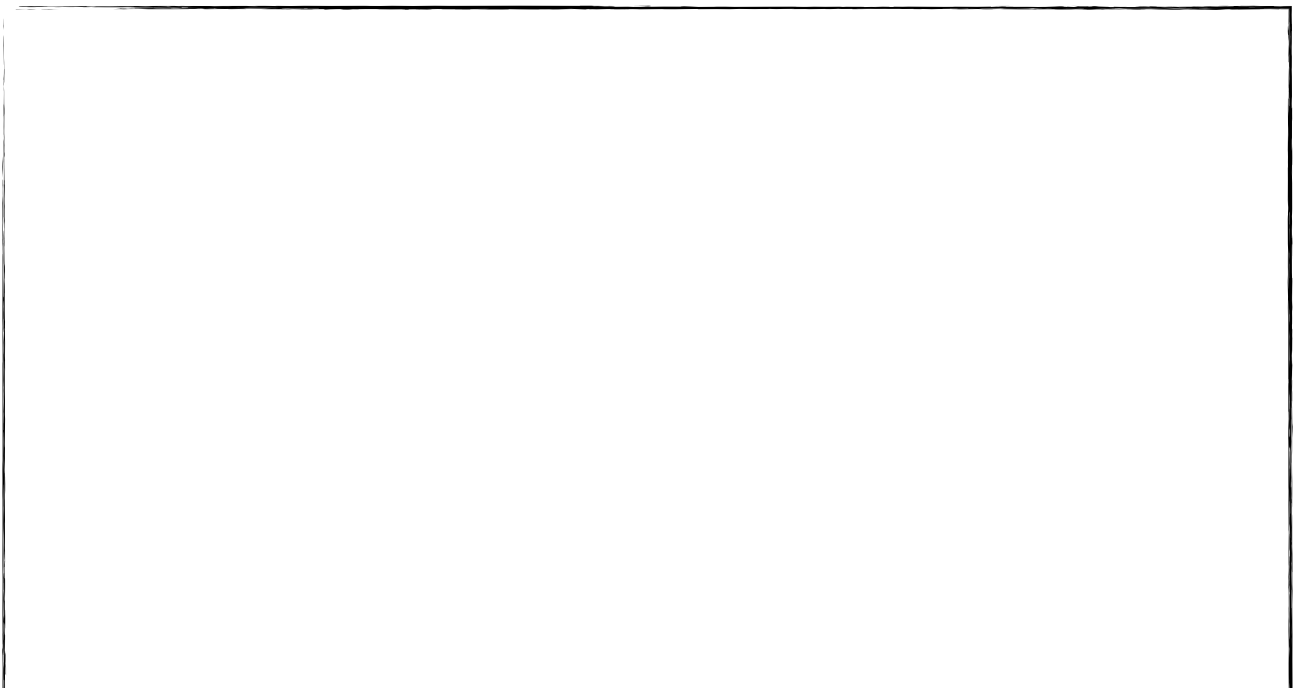
Coaching (continued)

Why Scale - How to Use it?

- Chunks it down

- Gives a measure of progress

- What makes it a (3) not a (2)? - explore that

- What can you do to get from a (3) to a (4) or a (5)?

Action Planning

Revisit your notes

1. What do you need to focus on first? Delegating or Coaching?

2. What tool or approach can you practice?

3. Who could support you in your practice?

References

1. Hersey, P. & Blanchard, K. (1985) Leadership and the One Minute Manager: Increasing Effectiveness through Situational Leadership. New York. Morrow

2. Whitmore (2009, 4th ed, p.10). *Coaching for Performance.* Nicholas Brealey, London

Further resources

Consider the following self-teach modules to support your development:

• Adaptability To Change - Safe Uncertainty

• Resilience - Understanding Strain

• Listening Skills

• Time Management - Prioritisation and Effective Productivity

• Check out Dave Algeo's resources:

www.stressedguru.com/destresshq

Sleep audio course: Visit: https://app.mysoundwise.com/signup/soundcast_user/1620922791011s and sign-up for the 'Operation Snooze Course' and Sleepcasts.

Sprout Sweater podcast - https://www.stressedguru.com/the-sprout-sweater-podcast