

IMPACT

Manager Supplement

January– March 2004

Did you know?

- Free “Simple Will” Kits are available from Claremont EAP
- A free credit report is available once per year
- Claremont EAP provides legal referrals for family law, consumer issues, traffic violations, and personal injury
- Referrals are available for child care, adult/eldercare, adoption assistance, school/college selection, and pet care

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What Do You Know About Effective Delegating?

Effective delegation is an essential managerial skill. Being aware of the benefits of delegating and recognizing the risk of not passing work on to others can help you become a more effective manager. Take this quiz to test your knowledge of delegating.

1. Delegating accomplishes positive outcomes for you and your department: You can spend more time managing and less time doing tasks, and those to whom you delegate gain valuable training and increased responsibility.

True
False

2. To determine which work to delegate, divide your tasks and assignments into two groups—those that require your personal attention and those that don't. Consider delegating those in the latter group.

True
False

3. When you delegate, outline the tasks, expectations and deadlines.

True
False

4. You don't need to follow up at regular intervals with someone you've delegated a project to.

True
False

5. Budget enough money, time and any other resources

needed for people to get the jobs you delegate done.

True
False



6. Designate a page in your planner or a computer file for tracking delegated projects.

True
False

7. It's OK not to delegate assignments because you want full credit for getting all your work done.

True
False

8. It's best not to micromanage delegated projects.

True
False

9. Always give a deadline to the person to whom you're delegating a project.

True
False

10. Find out what went wrong if people don't meet your expectations with projects you've delegated to them.

True
False

The answers

1. **True.**

2. **True.**

3. **True.** Failure to plan these essentials ahead of time can result in confusion, marginal results and missed deadlines.

4. **False.** Following up will help you maintain control and accountability. You can track easy assignments by asking how they're going. Complex projects may require formal reviews of goals, problems and deadlines.

5. **True.** Doing so allows people taking over the tasks to devote more time to doing them and
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Adding Enthusiasm to Your Leadership Skills

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less time to figuring out how to get them done.

6. **True**. For each project, note whom you assigned it to, one or more follow-up dates and the deadline.

7. **False**. With this syndrome often comes the belief that personal value is measured by sweat rather than results.

8. **True**. Letting people get projects done as they see fit empowers them to take on responsibility and can result in new and creative solutions to long-standing problems.

9. **True**. After delegating a project, mark your calendar to remind you to ask how the project is going from time to time.

10. **True**. Ask questions to determine what the person did wrong and what you can do next time to ensure better results.

Give yourself 10 points for each right answer.

Evaluate your score
70 to 100 points. You know a lot about delegating. Put what you know into practice.

40 to 60 points. You know a little about delegating. Reading a book or listening to a tape on the subject can help you learn more.

0 to 30 points. You don't know enough about delegating. Consider taking a course on the subject at a local community college.

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Characteristics of an Effective Team Builder

- Carefully hire or select team members who qualify for the job required and can work as part of a team.
- Involve team members in decision-making, goal-setting and problem-solving.
- Teach open and honest communication by example.
- Encourage support of team members by each individual.
- Maintain integrity by fulfilling commitments to team members.
- Assist team members in getting to know each other, building trust, communication and respect.
- Make sure team members have the proper training to complete the job that is expected of them.
- Work to resolve conflict between team members in a swift and concise manner.
- Clearly define performance expectations for each team member.
- Be willing to replace members who don't meet team standards.

“Involve team members in decision-making, goal-setting and problem-solving.”

Characteristics of an Effective Team Builder

1. CLEARLY DEFINED GOALS
By identifying and prioritizing team goals, time is not wasted deciding between pressures or conflicting opportunities. Successful teams know that they are working together toward a

common goal. A slogan for a department or a motivating catch phrase may be used to symbolize what the team wishes to accomplish.

2. INTEGRITY
To achieve team goals, team members need to be able to express their opinions and

accept feedback from team leaders. Setting and maintaining levels of integrity within a group gives them room to do this. Feeling that they can be honest in their assessment of another's work and willingness to accept the

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Characteristics of an Effective Team

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 same brings an invaluable mutual trust into the workplace.

3. COOPERATION NOT COMPETITION

Each team member brings their own talents into the group which benefits everyone. Working cooperatively can mean achieving a higher level of success.

4. USE MEETINGS EFFECTIVELY

Regular meetings keep team members up to date. Special meetings can be set up for brainstorming, problem-solving and expediting high priorities. Organized and structured meetings keep information flowing. Meetings where nothing is accomplished are eliminated.

5. KNOWING WHEN AND HOW TO MAKE DECISIONS

Each team member is trained to make decisions

effectively. Gathering information quickly is the first step. Tasks as simple as scheduling breaks or as complicated as solving unforeseen problems offer hands-on experience for individual members of the team.

6. STRONG INTERPERSONAL RELATIONSHIPS

Keeping the peace doesn't mean glossing over problems or ignoring conflict. It means building strong interpersonal relationships through extracurricular group activities, common recreational meetings and by building strong relationships with each team member.

7. THE TEAM AS A COHESIVE ENTITY

An effective team views itself as one cohesive entity. To achieve this feeling within a group, rotate partners and vary trainers and apprentices. When each team member has some

common bond within the group, the group stays interlocked.

8. VIEW THE TEAM AS PART OF A WHOLE

Understanding that the work team is a part of the larger company team is an important perspective. Visual aides such as graphs and charts help illustrate the big picture. Also, presentations by other supervisors can show how each group is viewed by others.

9. GOAL-ORIENTED REWARDS

Achievements are celebrated in many non-monetary ways. Team potlucks or picnics, framed photos on display and extra privileges such as special parking spaces or longer lunch hours can be part of the celebration. Effective team members are recognized for a job well done.

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Managers can call Claremont for consultation regarding employees who appear to be experiencing personal problems, whether or not work performance has become an issue. The purpose of this consultation is to help formulate an approach that effectively facilitates the person receiving appropriate help. The Claremont consultant will review the do's and don'ts for handling these often delicate situations and suggest things you can say and do which are most likely to be helpful.