

*EyeSystems*



**DELEGATION...**

**How to work SMARTER**

# Definition

- Delegation is:
  - The assignment of responsibility or authority to another person (normally from a manager to a subordinate) to carry out specific activities.



# Delegation is good

## Five Stages of Delegation

I DO	Realization
I DO, YOU WATCH	Observation
WE DO	Collaboration
YOU DO, I WATCH	Evaluation
YOU DO	Delegation

# Setting the Foundation



## Delegation

- Here's what I need from you.
- This is how you do it.
- This is what I want it to look like.
- This is what you need to do next.
- I'll give you the last 5%.
- I own it.
- Here's where I see this going?
- Concrete
- Toe the company line.
- Tasks
- No room for other leaders
- Guided by preference
- Here's my opinion.

## Empowerment

- What do you need from me?
- This is your role.
- This is where we're going.
- This is how it fits in the big picture.
- I'll let you contribute the last 5%.
- You own it.
- Where do you see this going?
- Fluid
- Pushback is encouraged.
- Results
- Room for other leaders
- Guided by values
- What's your opinion?

# It all starts with you



## ■ PERFECTIONIST

### ■ Traits

- High quality work
- Pride themselves on “branding” this
- Looks for failure in others
- Faster/Better if I do it

### ■ Concern

- Burnout

### ■ Development

- Focus your attention on perfecting your new role
- Invest time in developing team now – save time later

# It all starts with you



## ■ CONTROLLER

### ■ Traits

- Feels most secure when they know all the details on the project
- “I hand over responsibilities but I always end up involved”
- Spends hours editing other staff’s actions or work product

### ■ Concerns

- Creates lazy team members

### ■ Development

- Accept that different is bad.
- Focus on outcome not process

# It all starts with you



- THE WALK THE TALKER
- Traits
  - Value actions and results
  - Make things happen
  - Credibility from doing what they “ask from their team”
- Concern
  - Team will lack confidence in your management skills
- Development
  - Moderation – you don’t need to prove your skills
  - Challenge others to perform

# It all starts with you



## ■ THE TEAM PLAYER

### ■ Traits

- Lacks confidence as leader
- Takes on too much

### ■ Concern

- Team will be leaderless
- Fear not having a group to belong to

### ■ Development

- Examine your motivation – what is more important, how you feel or what the practice needs?
- Managing a team is being a part of the team



# Leadership



- Create confidence
  - Guide people
  - Say “Let’s do”
    - Rely on cooperation
- Correct mistakes
  - Ask questions
    - Make work interesting
  - Say “We”

- One-on-one meetings
  - Attitude
  - Plan
  - Goals
  - Development

# What to hang onto



- Recruiting and Hiring
  - Finding the right mix of people

# What to hang onto



- Team Building

- You know the team – you develop the team

# What to hang onto



- Praise and Incentives
  - Reward and recognition are more valuable than sex and money

# What to hang onto



- Discipline
  - On the other side of Praise and Incentives

# What to hang onto



- Succession planning

# Preparation



- Spend time preparing the framework of what you're delegating.
  - Why is it important?
  - How will it benefit the practice?
  - How will it benefit the team member?



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**S M A R T E R**

# Value of Good Employees

- Less than 30% of supervisors have performance objectives for their staff.

# Value of Good Employees

- How do you plan an objective?

S M A R T E R

# Performance Agreement

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# PERFORMANCE AGREEMENT

## ■ Vague

- Work harder
- Make patients happier
- Save money
- Be a team player

## ■ SPECIFIC

- Increase revenue
- Fill appointment book
- Reduce inventory
- Arrive on time

# PERFORMANCE AGREEMENT

## ■ MEASURABLE

- Increase revenue by 10%
- Ask every patient if family members need appointment
- Decrease frame inventory to volume one quarter our patient volume
- Arrive 15 minutes before the first scheduled patient

# PERFORMANCE AGREEMENT

## ■ AGREEMENT

### ➤ Staff agreement

- Commitment or De-motivated
- Remember to motivate and involve staff in the process

# PERFORMANCE AGREEMENT

- **REALISTIC**

- Aim high but reasonable

- Evaluate staff:

- Experience
    - Training
    - Previous behavior
    - Demonstrated capabilities



# PERFORMANCE AGREEMENT

## ■ TIME DEFINED

Increase revenue by 10% -  
each month - 11/30

Ask every patient if family members need appointment  
daily report volume at 11/30 meeting

Decrease frame inventory to volume one quarter our  
patient volume –  
December 31

Arrive 15 minutes before the first scheduled patient –  
effective immediately

# PERFORMANCE AGREEMENT

- TIME DEFINED

- Daily check in

- Weekly report

- Monthly meeting

# PERFORMANCE AGREEMENT

- **EXTRA EFFORT**

“Instill in your staff the idea that they should go beyond the ordinary objectives”

Jack Welch CEO – GE

# PERFORMANCE AGREEMENT

## ■ RELATED TO PRACTICE GOALS

- 74% of staff do not understand the practice objectives
  - Mission Statement
  - Goals
  - How is your practice different
  
- The more staff understand the value of what they are doing, the more motivated they are to do well.

# Monitoring

- Direct observation
  - Stop
- Time logs
  - Look
- Feedback
  - Listen

# Monitoring

- Documenting
  - Written report – manager log
    - Facts not subjective
    - Positives and negatives

# Monitoring

- Feedback to employee

- Frequency

- Daily
    - Weekly minimum

- Rewards

- Autonomy
    - Responsibility
    - Flexible schedule
    - Awards
    - Gifts
    - Money

# Monitoring

- Punishment
  - Demotion
  - Decrease in authority
  - Decrease in compensation
  - Termination