



The Big Blue Box Ltd

Delegation and Personal Effectiveness

It's not always easy for some professionals to move up to the leadership role – such people often act at a level beneath their role - and stress, detail and a lack of confidence can hold back their potential.

The Background

S is the key professional within a growing business; he has recently been promoted to a Board responsibility. Business growth means that S is continually drawn back into client contact. His desk is buried under papers; his new PA is unable to assist as she has little opportunity to have time with him. He misses appointments, has no time to prepare for meetings and is thinking on his feet. There are capable people within his immediate team but little time can be spared for their development.

The Process

Observing S as he ran through his day it was clear that at every project meeting S strained to recall and express his detailed concerns and issues on every subject, but he missed the input and suggestions from others as he had no time to listen. Coaching conversations with colleagues and team members gathered their support and helped S to begin to reflect on his own performance and the need to change into his new role. S rapidly accepted the need for help when winning a new project proved to be the last straw!

Shadowing S during a working day and assisting him to make a Plan before a meeting, allowed him to simply give a briefing to his team. Subsequently helping him to 'walk away' and delegate to the team in the meeting bought about an hour of time. Then working with his secretary we went piece by piece through all the papers on S's desk and defined the Decision Rules. S's desk was cleared! He now had a place to work and to think.

S practiced the Planning process before further meetings – identifying a clear brief for the team and then delegating tasks, leaving himself with only those tasks that only he could do.

The Outcome

Three people within S's immediate team responded immediately to the new style of leadership and became more effective, clear briefing for delegated responsibility was key. His PA could keep his office going in his absence and manage his diary. S was able to send a few moments at his desk preparing for meetings, meetings were shorter and more effective.

He identified 2 key professionals with the skill sets to assume more client project responsibility, to whom key tasks could be delegated and who would be able to manage the wider professional team in S's absence. Indeed one of the team began to take responsibility for managing S's project meetings.

Development plans were commenced for these people.

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