



1,000 THINGS BOARDS & MANAGERS SHOULD KNOW

Good Management Tip #4

Co-operative Delegating & Supervising

DELGATING

The ability and the skill of delegating and supervising people is critical to the success of the co-operative business. If you cannot delegate and supervise effectively, you are destined to work for those who do it well. If you do not delegate, you will have to do it yourself. By effectively delegating, it allows you to:

- ★ Accomplish what you control
- ★ Increase the quality of your results
- ★ Increase the quantity of your results
- ★ Determine your level of remuneration
- ★ Determine your personal satisfaction

Practice delegation until it becomes a habit and you are at ease with the process. Commit yourself to delegation. Let us examine some of the false ideas that may stop you from delegating and that will inhibit you from delegating:

- ★ There is not enough time or I am too busy
- ★ Staff members are not as good at it as I am
- ★ If you want it done right, do it yourself
- ★ If you don't do it yourself, you are not on top of your job
- ★ If you are good at a particular job flaunt it
- ★ Once given the power, god has also given me the expertise, now no one else can do it as well as I can

How do you start being good at delegating? Do you want to? You must commit yourself to be good at delegating and you must commit yourself to practicing good delegation, then:

- ★ Think it through
- ★ Think clearly
- ★ Ask 'could it be done better by someone else'?
- ★ Ask 'where do you want to go with this'?
- ★ Make a list of everything that is needed to complete the task or to reach the goal
- ★ Match the activities to the people with those skills

SUPERVISING

Each person must know why they are on the payroll, and what specific tasks or rolls they are responsible for. What are they expected to accomplish? What is considered 'excellent'?

- ★ What gets measured, gets done
- ★ Only excellence motivates, you can't get excited by being ordinary
- ★ Aim to be the best

- ★ Agree on what is to be accomplished
- ★ Agree on the standards which will be measured
- ★ Recognize, reward, and reinforce

The second most important reason for low productivity is lack of recognition and appreciation. The first reason is not having clear expectations of what is needed to be done. What do you think makes the best boss? How are you perceived? Be clear about what is to be done, who is to do it, and what the standard of excellence is. Give employees the freedom to perform. Do you delegate the job and the responsibility?

Keys to Effective Delegation

- ★ Delegate to the right people
- ★ Delegate gradually
- ★ Delegate the whole task
- ★ Delegate for specific results
- ★ Delegate with participation and discussion
- ★ Delegate authority over resources
- ★ Do not take the task back

Guides to Problem Solving

- ★ Write out the problem clearly and precisely
- ★ Write out the causes clearly
- ★ Identify three possible solutions
- ★ Have the person select one solution
- ★ Have the person implement that solution
- ★ Only have the person come back to you if they decide that they cannot implement the solution

Inspect What You Expect

- ★ Inspection indicates you think the job is important
- ★ You are still responsible for what happens
- ★ Wander around and find out what is going on
- ★ Be prepared to modify the task

What to do with Feedback

- ★ Let small mistakes pass
- ★ Praise good results publicly
- ★ Tell them how they are doing
- ★ Reprimand them privately and only for large errors
- ★ Reprimand only the action, never the person
- ★ Tell them how you feel (disappointed, pleased, etc)
- ★ Go back and redefine the standard

How to Motivate Staff

When employees feel good about themselves, when they believe their boss likes and appreciates them, when they believe others respect and admire them, when they feel like they are coming close to their ideal, then they are able to perform at a higher level and are highly motivated.

Employees need to feel like winners by having:

- ★ Targets to shoot for
- ★ Standards that are challenging
- ★ Success experiences often
- ★ Recognition and praise often directed to the action
- ★ Favorable comparisons to others like them
- ★ A value system in the organization that inspires

The role of the supervisor is to identify the readiness of the employee and to place them in the organization appropriately and to treat them appropriately.

Avoid reverse delegation. When a supervisor takes back the delegated job, it is a reflection of an ego problem of the boss. It seems it is a compliment to his superior abilities when they takes back or assumes the job delegated to an employee. When do these things happen?

- ★ When the employee needs information, the boss agrees to find out the information and now the employee is free of the responsibility to find out for themselves.
- ★ Solutions to a problem, the employee comes to the boss with a problem and instead of having to solve the problem themselves, they delegate it to the boss. The boss often is pleased to accept the responsibility so they can demonstrate their skill and competence in problem solving.
- ★ Help with a difficult task, the boss intervenes and offers to do the task. The result destroys both parties.
- ★ Interpersonal problem intervention, employees need to work out their own problems, but will often turn to the boss who then becomes a group counselor. Call both into a room and have them resolve the issues before they leave the room.

Resist reverse delegation. Solving other people's problems takes too much time, does not grow the employee, requires the boss to continually be involved, and takes time away from what the boss was paid to do.

How can you be the most effective as a supervisor?

- ★ Accept responsibility for your actions and everything your staff does
- ★ Look on the staff as your family
- ★ Friendship factors is the key to effective supervision
- ★ Practice the golden rule
- ★ Like and trust, these are the basis of effective management

A major part of your success will be your ability to delegate effectively to your staff and to supervise your staff after the tasks have been delegated.

For further information on this and other related topics, as well as many co-operative development subjects such as governance, finance and marketing, strategic planning, management, etc, contact the Nova Scotia Co-operative Council at the address below. Our knowledgeable staff of Business Development Officers, located in Truro, Sydney, and Yarmouth are available to assist you in all areas of co-operative development. You can also visit us on the web at www.nsko-opcouncil.ca.



Nova Scotia Co-operative Council

Making a Difference in Nova Scotia Communities

PO Box 1872 Ph (902) 893-8966
339 Willow Street Fax (902) 895-0109
Truro, NS B2N 6C7 E-mail nscoopcouncil@eastlink.ca