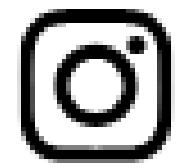


# UNLEASHED POTENTIAL: THE ART OF DELEGATION AND TRUST

**May 1, 2024**

Inga Cushman & Caitlin Stene



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A post shared by Yocale (@yocale)

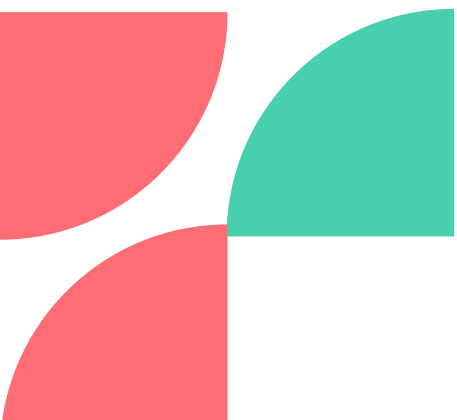
# Agenda

**MOTIVATION**

**BOSS VS LEADER**

**KEY STEPS FOR  
DELEGATION**

**TRUST**



# DELEGATION

The shifting of authority and responsibility for particular functions, tasks, or decisions from one person (usually a leader) to another.



# MOTIVATION

## Small Group Discussion:

What motivates you?

What is happening when you are most excited "to go to work"?





The Surprising Truth About What Motivates Us | Dan Pink

THE  
CONNS  
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# The **Puzzle** of Motivation

Watch on  YouTube

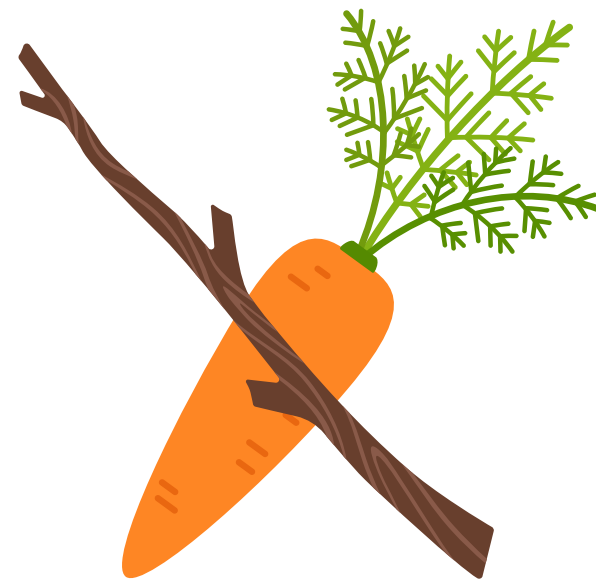
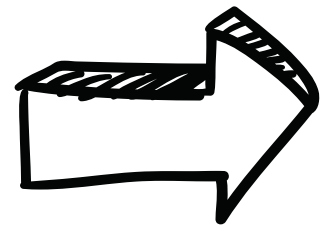
# Motivation Evolution



## Motivation 1.0

**Biological Drive**

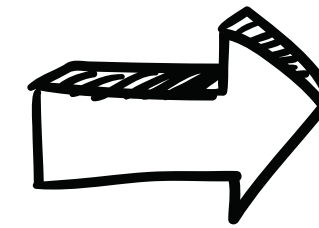
*Hunger, Thirst, etc.*



## Motivation 2.0

**Rewards & Punishments**

*"Carrot and Stick" approach*



## Motivation 3.0

**Intrinsic Motivation**

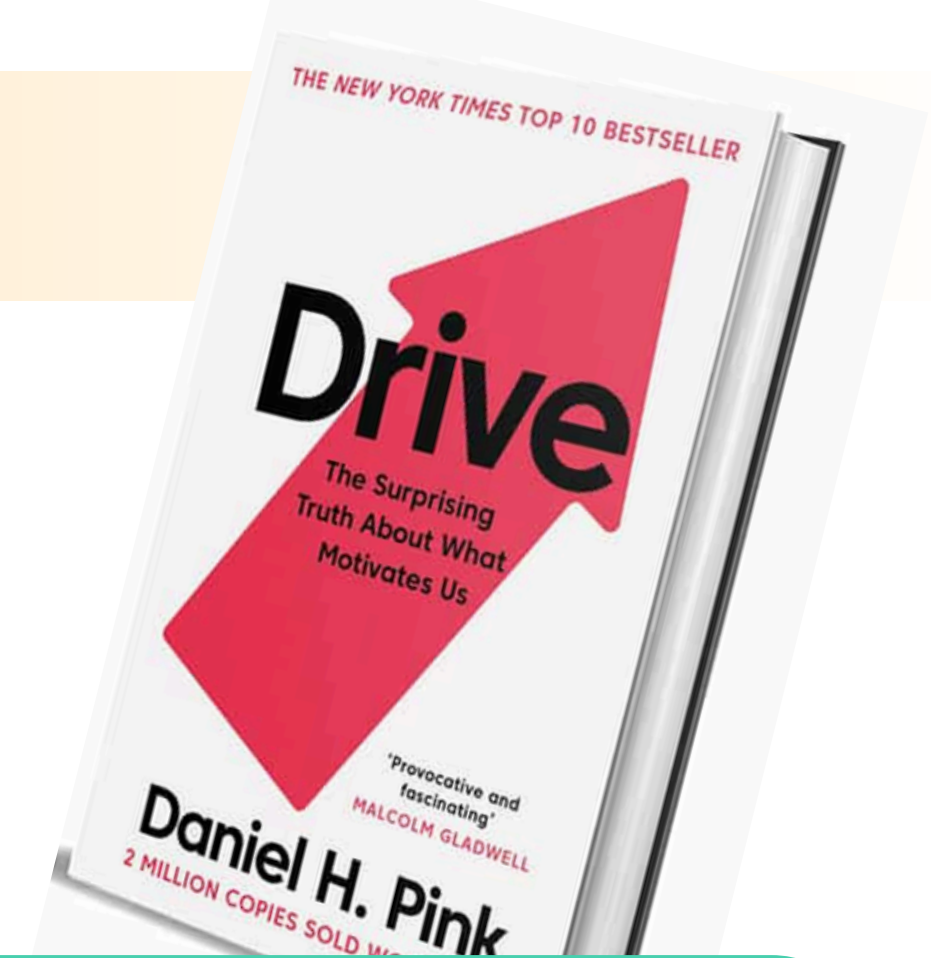
*Autonomy,  
Mastery, Purpose*



# Top 3 Motivators



**Daniel H. Pink**  
*Author and Researcher*



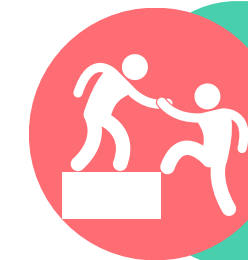
## **Autonomy**

*Ability to act and solve independently*



## **Mastery**

*Skill development and progress*



## **Purpose**

*Pursuit of meaning and contribution beyond oneself*

When it comes to motivation, there's a gap between what science knows and what business does. For 21st century work, we need to upgrade away from carrots and sticks, and towards autonomy, mastery, and purpose.

DANIEL H. PINK

# GEN Z

## Motivations

- Social Activism
- Stability
- Value training & leadership programs
- Human connection
- Authentic company culture



## Demographics

- Most ethnically and racially diverse generation in history: One in four is Hispanic, 14% are African-American and 6% are Asian.
- Views on gender and identity are unprecedented and untraditional: Gen Z refuses to turn ethnicity and race into checkboxes on a survey form.



## Workplace Expectations

- Diverse and entrepreneurial opportunities with the safety of stable employment. AND will remain loyal to a company if they offer this.
- Prefers individual tasks over team-based activities however they will value physical connection.
- Money and salary matters but the environment matters too (work-life balance, flexible hours, and benefits)

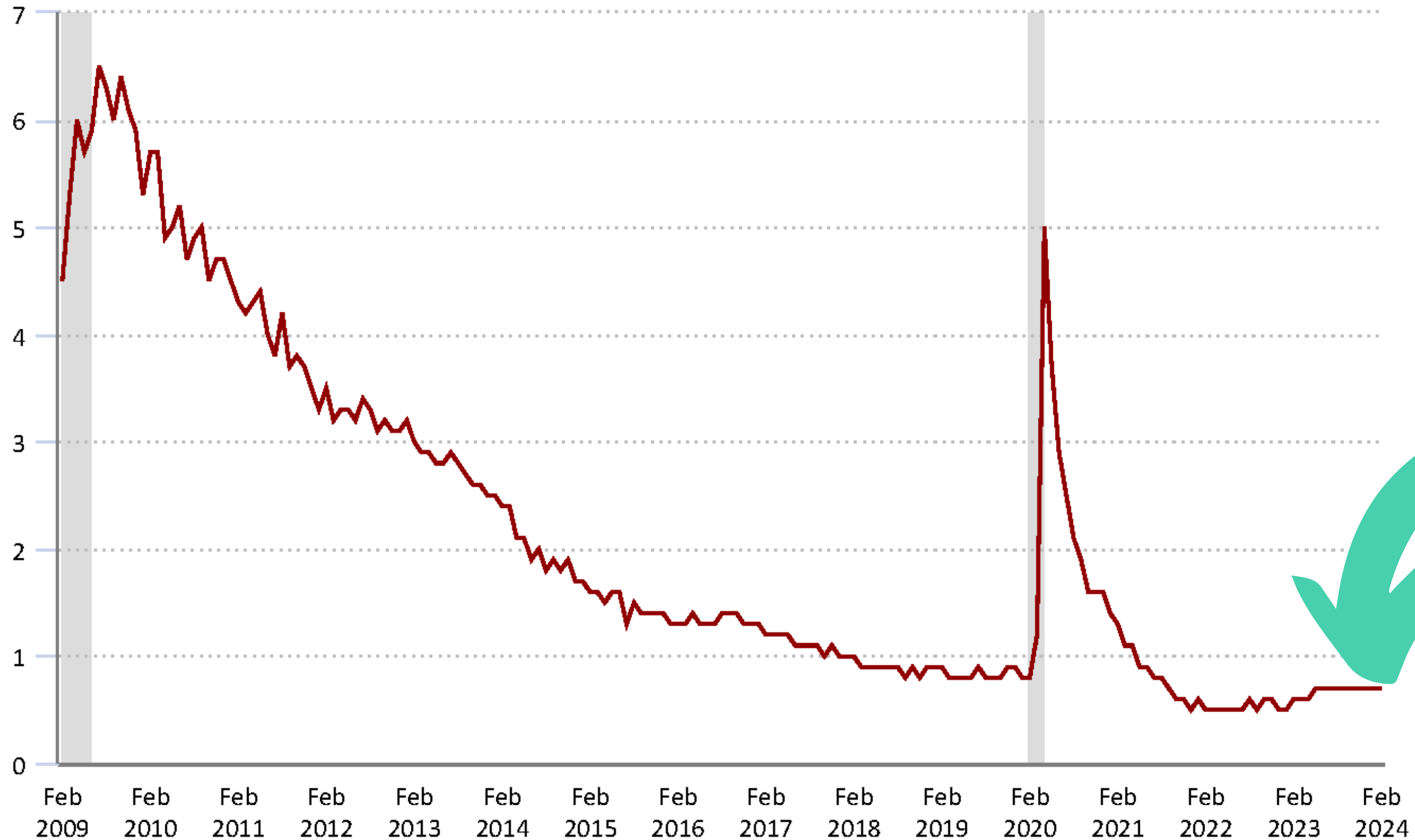


*"Gen Z refuses to fit into a neat little box."  
-Deloitte, Welcome to Generation Z*

**Generation Z are those born from 1995 through 2012 (turning age 12 to 29 in 2024).  
By 2025, they will make up almost 30% of the workforce.**

# Number of unemployed persons per job opening, seasonally adjusted

Click and drag within the chart to zoom in on time periods



**February 2024:  
Number of  
unemployed  
persons per job  
opening - 0.7**

Source: <https://www.bls.gov/charts/job-openings-and-labor-turnover/unemp-per-job-opening.htm>



# BOSS VS LEADER

## Activity:

On 1st Post-It Note Answer: What do good bosses do?

On 2nd Post-It Note Answer: What do bad bosses do?

*Add your responses to the  
flip chart paper in the front of the room.*

## BOSS

Role is to ensure that everyone is doing what they are supposed to do to make work flow productively and to make sure that procedures are running effectively.

## LEADER

Ones with vision, with the drive and the inclination to push things forward. Leaders are also likeable and inspiring – meaning employees look up to them and want to follow their lead.

WHICH ONE WOULD YOU LIKE TO BE?



# GROWING INTO A LEADER

## Develop an abundance of empathy

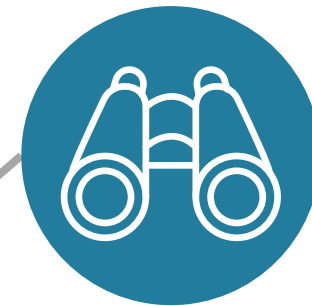
Emotional IQ and compassion toward others are paramount to becoming a true leader.

## Canvas for different outlooks

Get feedback from your team and perspective from all sides.

## Reward & recognize success

Give credit where credit is due. Do not take credit for what's been accomplished.



## Assemble a Sounding Board

Find a mentor or coach to help you when you have questions or feel you're losing your way.

## Take a walk in others' shoes

Realize that each of your employees has a personal life that will impact their professional life.

## Be accountable

Develop the ability to acknowledge and accept accountability when things do not quite go as planned.



# A Leaders Mindset

## FIXED MINDSET

- Born with our talent and skills
- Success is a default state of being
- Other's success is a challenge to my status
- Fear of failure and loss of skills
- A limited belief in training, improvement, and development

**Overall leads to a desire to look smart.**

## GROWTH MINDSET

- Talent and skills are developed over time
- Success is a process and failure is important for learning
- Other's success is an invitation to learn from them
- Fear of punishment for failure
- A strong belief in training, improvement and

**Overall leads to a desire to learn.**

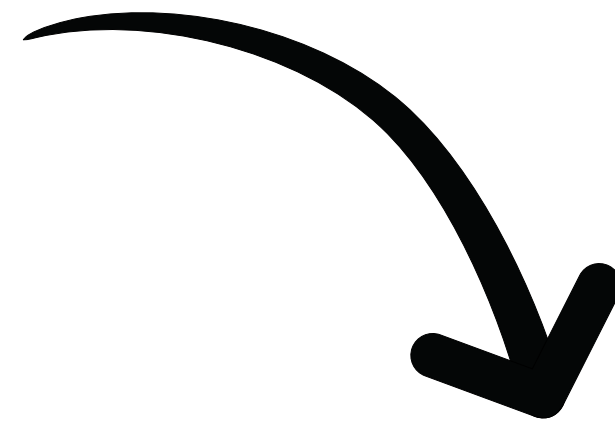
Source: Carol Dweck, PhD



# KEY STEPS FOR SUCCESSFUL DELEGATION

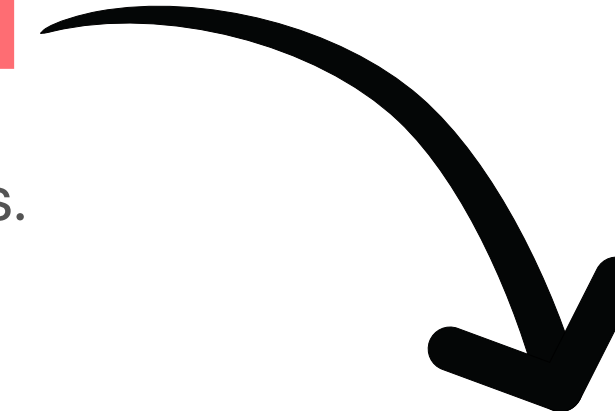
# PRE-DELEGATION

- Define the Task
- Select the individual
- Assess ability and training needs.



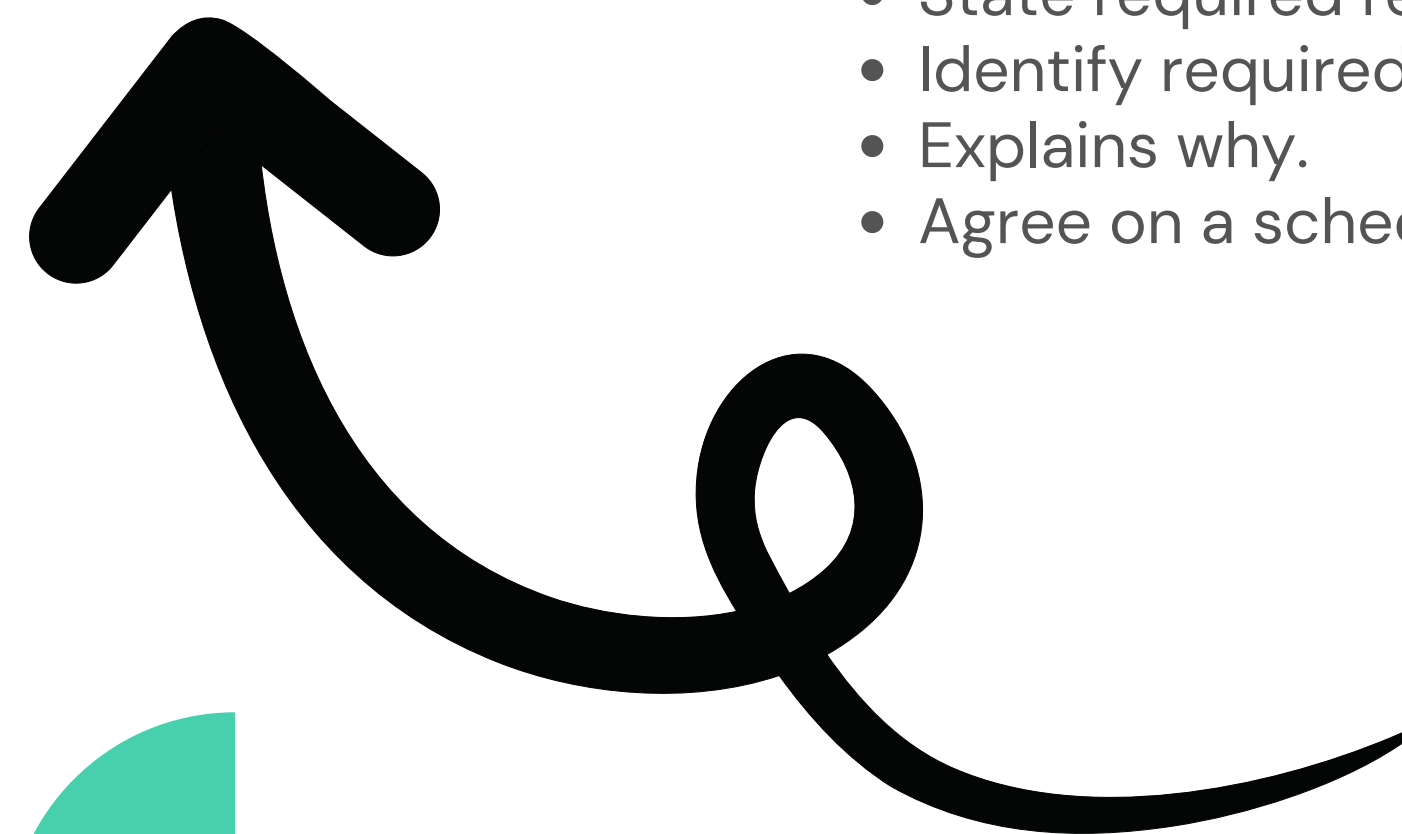
# DELEGATION

- State required results
- Identify required resources.
- Explains why.
- Agree on a schedule.



# DURING AND AFTER

- Support and Communicate
- Provide timely feedback on results
- Repeat the process.



# Pre-Delegation

## DEFINE THE TASK

Confirm that the task is suitable for delegating. Does it meet the criteria for successful delegation?

## SELECT THE INDIVIDUAL

What are the reasons for selecting this employee? Will the employee benefit from the delegation?  
Remember – reach assignments!

## ASSESS ABILITY & TRAINING NEEDS

Does the person identified have the skill sets required to be successful? Can they grasp what needs to be done? What skills gap needs to be filled?

# Delegation

## STATE REQUIRED RESULTS

What is the deliverable expected to look like? What must be achieved and when? How will the task be measured? Tell the employee upfront how you will determine level of success.

## IDENTIFY REQUIRED RESOURCES

Discuss and agree on resources required to complete the job.

## EXPLAIN WHY

Put the task or responsibility into context and explain the reason it is being delegated. Talk about why the employee is given this task.

## AGREE ON A SCHEDULE

Establish action plan milestones and review dates for routine progress evaluation and feedback.

# During & After Delegation

## SUPPORT & COMMUNICATE

Alert employee to any unusual matters of politics or protocol. Inform your own manager and your peers of a new assignment.

## PROVIDE TIMELY FEEDBACK

Recognize and applaud the employee for project success. Analyze failures so that the reason(s) can be turned into opportunities for learning and risk avoidance.

## REPEAT THE PROCESS

Each time a project is completed, a manager should attempt to engage the employee in a task that is incrementally more challenging than the previous one.



# What does delegation sound like?

“Decide what to do and manage the situation. It is your responsibility from now on.”

“You decide and do what needs to be done. You do not need to check back with me on this.”

“Decide what needs to be done and do it. Just let me know of your decision and the results.”

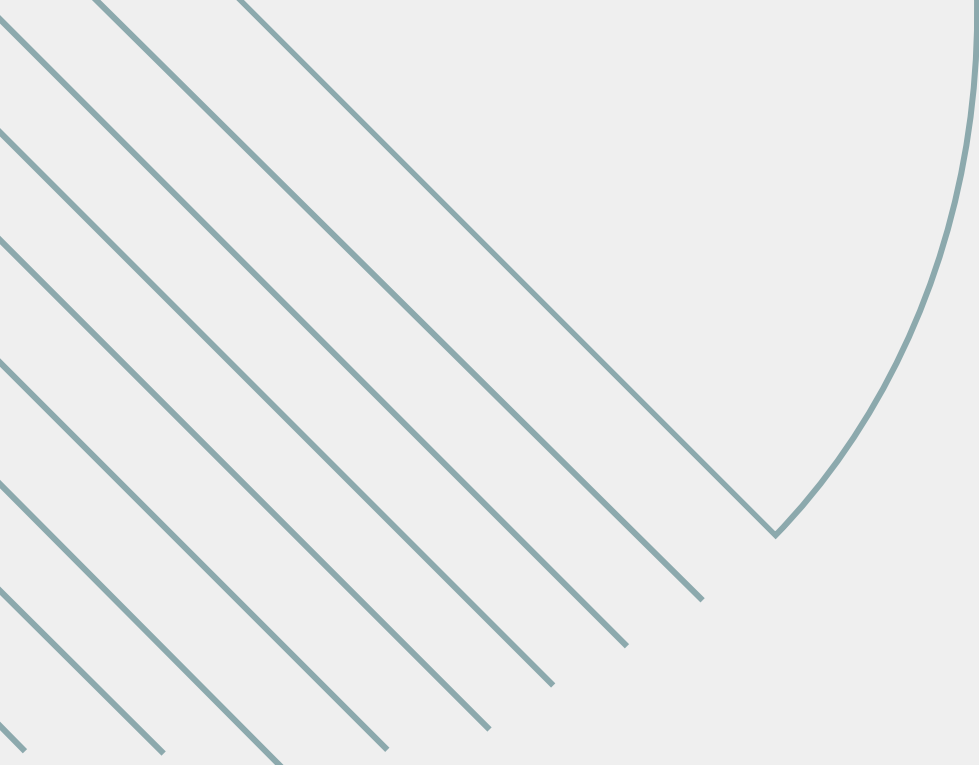
“Decide what needs to be done, and give me your decision, and give me your decision and plan to go ahead unless I object.”

“Check into this and tell me what you find, and then I’ll make a decision.”

“Do only exactly what I tell you to do.”

LOWEST TO  
HIGHEST  
LEVELS OF  
DELEGATION

**TRUST**

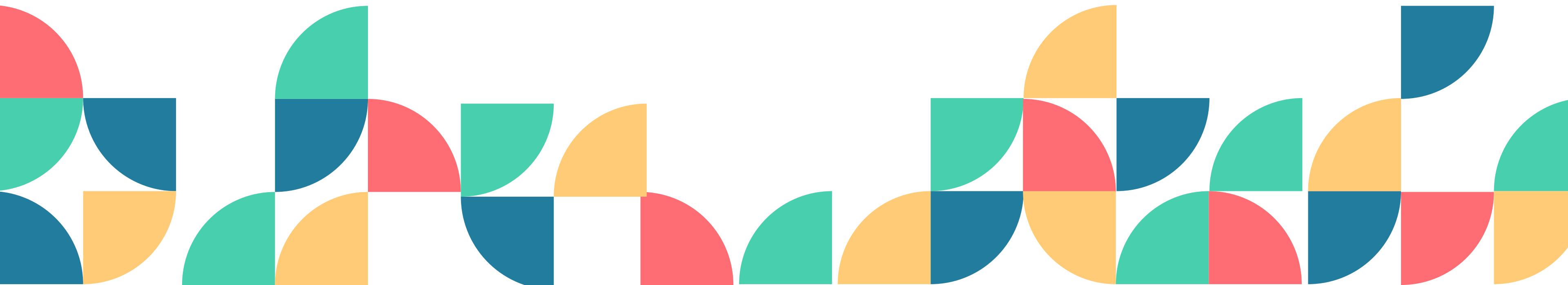


# Trust

To build trust on a team, start with *psychological safety*.

Definition: The belief that one will not be punished or humiliated for speaking up with ideas, questions, concerns, or mistakes, and the team is safe for interpersonal risk taking.

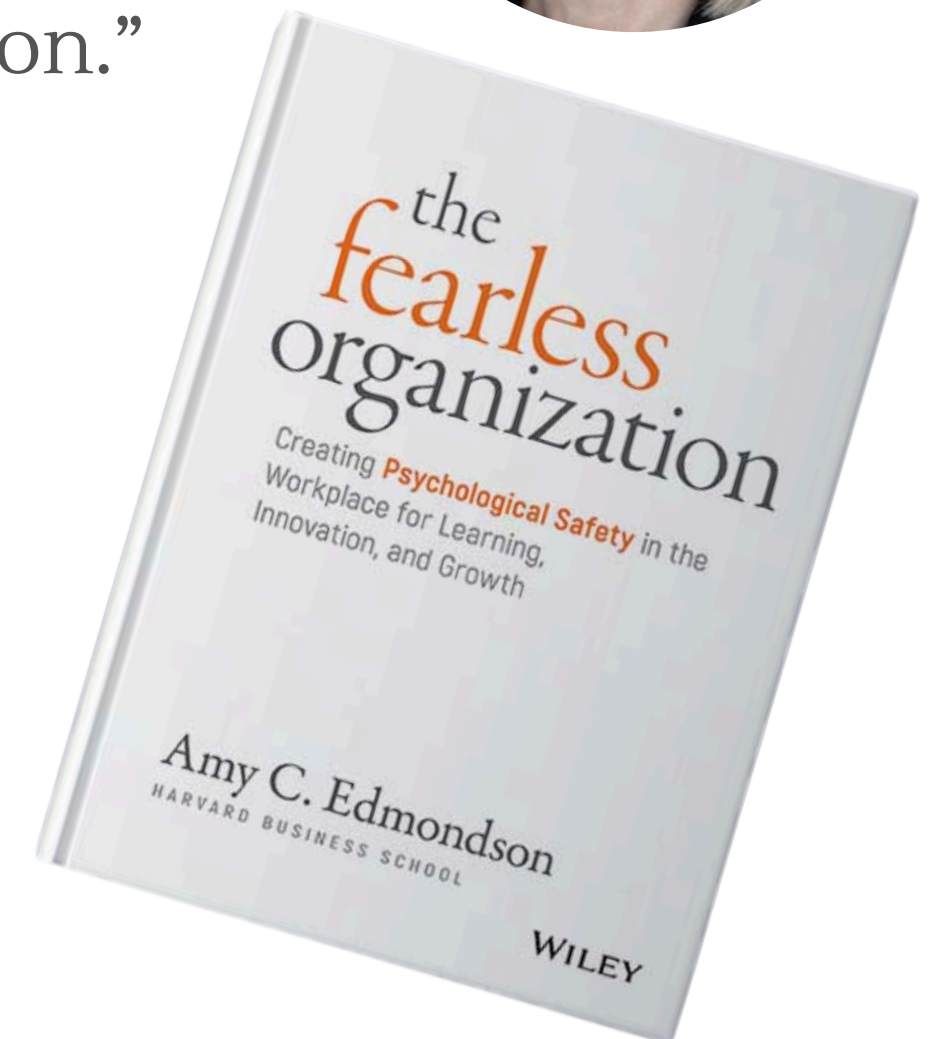
SOURCE: AMY EDMONDSON, THE FEARLESS ORGANIZATION



# Trust

“Leaders must prioritize a culture of learning and innovation for team members to be comfortable speaking up, taking risks, and sharing information. This does not happen by default. It emerges with effort and curiosity and care. When achieved, the result is a more creative, innovative, and successful team and organization.”

AMY EDMONDSON



# Trust

## Amy Edmondson's 7-Item Questionnaire, Rated on a Scale of 1-5

- If I make a mistake on this team, it is not held against me.
- Members of my team are able to bring up problems and tough issues.
- People on my team sometimes reject others for being different.
- It is safe to take a risk on this team.
- It is difficult to ask other members of this team for help.
- No one on this team would deliberately act in a way that undermines my efforts.
- Working with members of this team, my unique skills and talents are valued and utilized.



# Trust

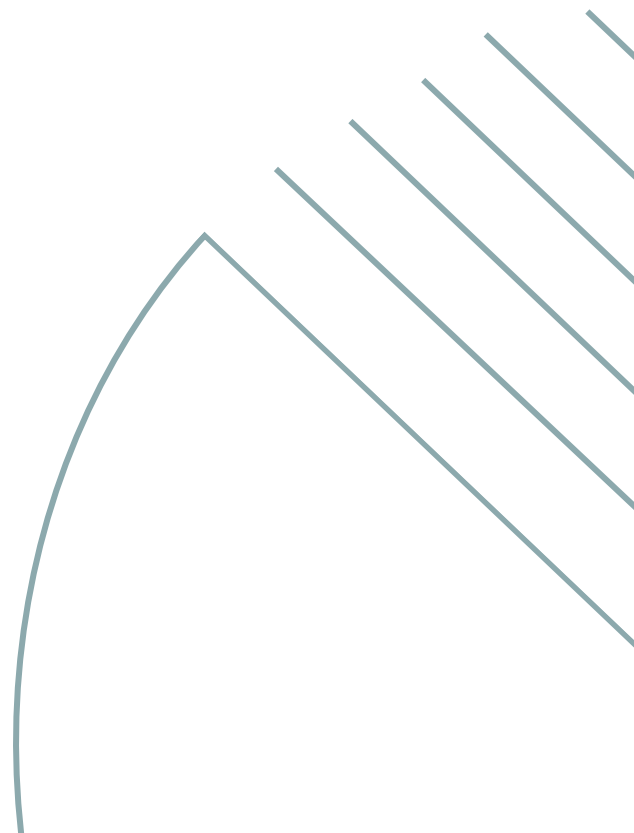
**ESTABLISH CLEAR NORMS AND EXPECTATIONS.**

**MAKE IT CLEAR WHY EMPLOYEES' VOICES MATTER.**

**ACTIVELY INVITE INPUT.**

**ADMIT YOUR OWN FALLIBILITY.**

**RESPOND PRODUCTIVELY.**






Simon Sinek's Guide to Cultivating Psychological Safety...



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# CREATING A

# CIRCLE OF SAFETY

Watch on  YouTube



**QUESTIONS?**

# THANK YOU



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