

# TRANSFORM YOUR MANAGERS!



## Three Manager Development Tips to Turn Firefighters into Rainmakers:

- ✓ **Deliver Results**  
Through Your Team  
(not by yourself)
- ✓ **Be Honest** about  
What's Stopping  
You from Delegating
- ✓ **Team First:** Delegate  
to Develop People

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# TIME MAPPING TOOL FOR MANAGERS

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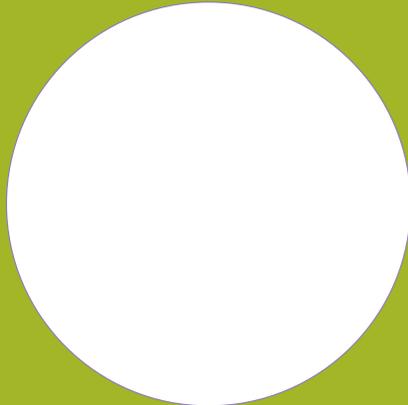


**TIP #1:** Deliver results through your team (not by yourself)

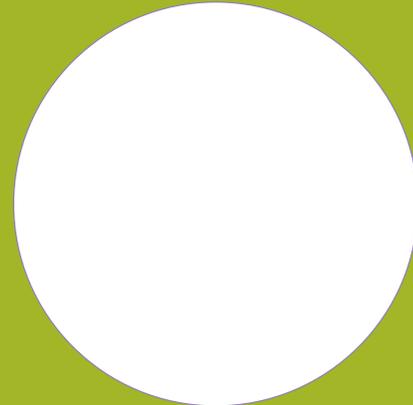
1

Use the first pie chart to consider how you are spending your time today. Determine the categories (such as email, meetings, developing people, customer issues) and the approximate percentage of time spent in each category. Then, use the second pie chart to plan how you should be spending your time.

**How Am I Spending  
My time Today?**



**How SHOULD  
I Spend My Time?**



2

Next, answer the three questions below to support making the shift in how you use your time.

**What happens if I don't make the shift?**

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**What needs to change in order for me to make this a reality?**

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**What support do I need to be successful?**

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# FACE YOUR FEARS: A TOOL FOR MANAGERS

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**TIP #2:** Be honest about what's stopping you from delegating

1

First, consider all of the reasons or self-talk that keep you from delegating consistently.

This might be things like:

- It's hard to give up control.
- It's faster if I do it myself.
- I don't trust they will do it well.

Be reflective and honest as you make your list.

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2

Now it's time to face your fears. For each fear you've identified, use the two questions below to help you address it and begin to delegate more consistently to your team.

Fear: \_\_\_\_\_

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What's at stake if I don't make a change? \_\_\_\_\_

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What can I do to minimize the risk? \_\_\_\_\_

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# TEAM FIRST DELEGATION: A TOOL FOR MANAGERS



## **TIP #3:** Team first: delegate to develop people

Managers need to approach delegating differently. It's not about off-loading unwanted tasks. The role of a manager is to bring out the best in others and delegating is a key opportunity to do this. Managers need to use delegation as a way to develop people. Use this process as your guide.

- 1 Make a list of team members**
- 2 Consider their talents and development goals – jot down a few notes to summarize**
- 3 Decide, what tasks/projects/responsibilities you can delegate that are best suited for this team member**
- 4 Assign tasks and explain WHY**
- 5 Check in frequently to offer support**