Slide 1

Celebrating 150 years of advancing medical research, education, and patient care to help people live longer, healthier lives

UNIVERSITY OF IOWA
CARVER COLLEGE OF MEDICINE
University of Iowa Health Care

SAAAPM New Chairs Roundtable
Delegating

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Slide 2

Disclosures

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Slide 3

Objectives

• Talk about delegating as a chair/leader

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Slide 4

Stories

• Examples when delegation worked spectacularly
• Examples when delegation failed abysmally

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Slide 5

What is the purpose of delegating?

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Slide 6

Managers **delegate**

Definition of *delegate* (Entry 2 of 2)
transitive verb
1 : to entrust to another
// *delegate* authority
// *delegated* the task to her assistant

2 : to appoint as one's representative

intransitive verb
: to assign responsibility or authority
// a good manager knows how to *delegate*

Leaders **empower**

Definition of *empower*
transitive verb
1 : to give official authority or legal power to
// *empowered* her attorney to act on her behalf

2 : ENABLE sense 1a
// … nootropic agents *empower* the lower amounts of acetylcholine in diseased brains to work overtime …

Buller JL. Positive Academic Leadership

Successful bosses

- Create opportunities
  - For employees to rebrand themselves

Finkelstein S. Superbosses.

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Hayden Frey

- Concept of player-coaches

- "He knew more about what we could do than we knew. You can't image the kind of confidence and motivation that gives you. It makes you feel like you can't let him down. "

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Successful bosses / leaders

- Create opportunities
  - For employees to rebrand themselves
- Promote people based on skills, not arbitrary limits (e.g., age, certain experience)
- Use organization as a launching pad
- Your job is to make sure the people under you are successful

Finkelstein S. Superbosses.

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Successful bosses

- Ladder approach vs. competency approach vs. **superbosses approach**
  - **Superboss approach is more chaotic**
  - Customize teaching / mentoring style to fit the individual
  - Create suitable opportunities for employees that fit their developmental needs
  - Hire people and get out of the way

Finkelstein S. Superbosses.

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Successful bosses

- Expect protégés to educate the boss

Finkelstein S. Superbosses.

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Paradox between extreme delegator and micromanager

- Superbosses must have command of the details
- Articulate vision
- Set specific goals
- Step back and wait for it to happen
- Regular check-in
- If going well – let it ride
- If not – step into change
- Jump in to help with unforeseen crises

PARADOX

THE RED BUTTON IS TRUE   THE BLUE BUTTON IS FALSE

Download from
Dreamstime.com

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70% Rule

- If the person to whom you want to delegate can do at least 70% of the task, then delegate
  - Task may be done in a different way
  - Let go of perfection (which is defined as how you would do it!)

https://www.inc.com/jim-schleckser/the-70-rule-when-to-delegate.html

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8 rules of delegation

- The right person
- Clarity about what the person is supposed to do
  - Degree of autonomy
- Desired results, in detail
- Required resources
- Checkpoints (do not micromanage or underlead)
- Encourage creativity
- Create motivating environment
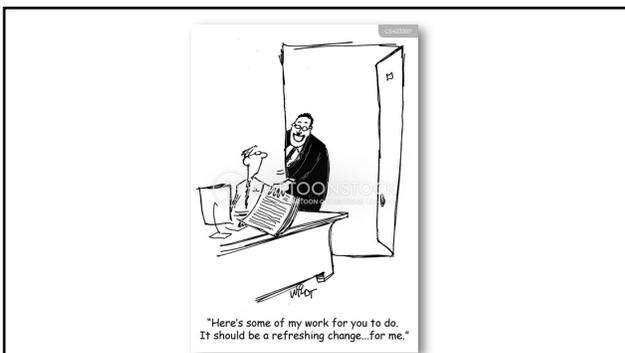- Tolerate risks and mistakes, use as learning opportunities

https://hbr.org/2019/08/8-ways-leaders-delegate-successfully

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Introspection

- What is stalling your ability to delegate?
- Which behaviors?
- What would happen if you did the opposite?

https://hbr.org/2019/08/8-ways-leaders-delegate-successfully

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"Here's some of my work for you to do. It should be a refreshing change...for me."

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Examples?

What would we have done differently for the failed delegation stories?

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References

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