

FACILITATING OTHERS' CAREERS TIP SHEET

- Meet with key employees to discuss their career goals and time frames. Give them feedback on where you see them in their career (semi-annually).
- Create a list of experiences each individual needs to progress in his or her career.
- Share the list with each individual and get their reactions to it.
- Be conscious about providing them with work that will challenge them and enable them to grow.
- Make sure you are delegating appropriately in order to facilitate others' success. If you have problems in this area, consider doing the following:
 - Ask two peers who delegate well to describe how they make delegation decisions.
 - Determine if there are certain activities you currently do that should be done by a staff person; make a commitment to delegate these in the future.
 - Make a list of reasons why you may not currently delegate work.
 - At the beginning of each job, list all tasks and responsibilities to be completed.
 - Ask staff what pieces of the work they would like to do, and are consistent with the needs of the business and the individual's career goals.
 - Classify activities into one of three categories: a) only you can do, b) you or others could do, or c) others must do.
 - Delegate "b" and "c" tasks to those who possess the skills or need the developmental experience.
 - After each assignment, be sure employees have taken away the right learning and understand the big picture.
 - Provide expectations about what you want back and deadlines early in the process.

- Ask staff about how much direction or involvement they need from you.
- Empower others to make decisions necessary to complete the work.
- Resist the urge to take back or over-monitor delegated work.
- Tell staff why you are or are not delegating activities; be willing to change your assignments based on their valid concerns.
- Create a written document which describes the work to be delegated, the outcomes expected, and time lines for completion; use this as an everyday form for task distribution.
- Hold face-to-face conversations to discuss questions regarding delegated work.
- Push work to the lowest possible level, while maintaining high quality.