

The background image shows two men in a ship's control room. The man in the foreground is wearing a dark shirt and a cap, looking through binoculars. The man in the background is also wearing a cap and looking through binoculars. The control room has various screens and equipment. The text 'Mastering Your Time' is overlaid in large white font.

Mastering Your Time

From Overwhelm to Strategic Leadership

Leadership Commitment



STAR[®] Manager Progress Update

Agenda for Today

- Check-in
 - Leadership Commitment
 - STAR® Manager Progress
- Mastering Your Time
 - Clarifying Priorities
 - Eisenhower Matrix
 - Skill/Will Matrix
 - Focus Time & Scheduling
 - Beliefs & Behaviors
 - Values in Action
 - Making It Stick
- Wrap Up

Session Objectives

- ✓ Apply Covey's 7 Habits framework to time management
- ✓ Clarify your Top 3 priorities aligned with your leadership vision
- ✓ Master the Eisenhower Matrix (Habit 3: Put First Things First)
- ✓ Use STAR-Manager coaching techniques to delegate strategically
- ✓ Use the Skill/Will Matrix with Powerful Questions (ELA®)
- ✓ Design protected Focus Time into your weekly calendar
- ✓ Create a 66-day habit plan for lasting change



Mastering Your Time

From Overwhelm to Strategic Leadership

Integrating Covey's 7 Habits & STAR® Manager

GD-OTS Decathlon Program

Introducing STAR® Manager

Operational Coaching for Time Liberation – Habit 7 “Sharpen the Saw” in Action

TELLING (Traditional)	COACHING (STAR-Manager)
Manager provides answers	Ask insightful questions
Creates dependency	Builds independence
Limits team growth	Develops team capability (Habit 7)
Manager becomes bottleneck	Frees manager time
Time consumed by directing	1 hour invested = 1 day returned

Powerful vs. Directive Questions

POWERFUL Questions

- What can I learn?
- What's possible?
- What are the facts?
- What's useful about this?
- How can we move forward?

DIRECTIVE Questions

- Who's to blame?
- Why is this happening to me?
- What's wrong with them?
- Why bother?
- How can I prove I'm right?

STAR® Insight: The Enquiry-Led Approach IS Habit 5 "Seek First to Understand."
Ask "What would help you succeed?" not "Why didn't you get this done?"

Covey's 7 Habits: The Foundation

PRIVATE VICTORY

1. _____
STAR®: Choose coaching over telling
2. _____
STAR®: Define outcomes, not tasks
3. _____
STAR®: Invest time in coaching

PUBLIC VICTORY

4. _____
STAR®: Team grows, you free time
5. _____
STAR®: Enquiry-Led Approach = this habit
6. _____
STAR®: Team solutions > solo answers

RENEWAL

7. _____
STAR®: Coaching develops both manager & team (mutual renewal)

STAR® Manager Connection: Habits 4-6 are the foundation of effective coaching.
Ask questions (Habit 5) to build Win-Win outcomes (Habit 4) and synergize team capabilities (Habit 6).

The Leadership Time Paradox

As responsibility grows, time becomes more valuable AND more contested.

The same qualities that got you promoted can become obstacles at the next level.

Habit 1: Be Proactive

Choose to invest time in coaching (STAR®).

STAR® Manager Enquiry-Led Approach:

"What could I do differently?"

vs.

"Why don't I have enough time?"

Urgency pulls us away from Quadrant II (Important but Not Urgent) – where coaching lives.

The Devil's Vortex: The trap of trying to "Do it all, be it all, have it all."

Big Rocks Example



Sand, Pebbles, Rocks or Rocks, Pebbles, Sand?

1 CLARIFYING YOUR PRIORITIES

Habit 2: Begin with the End in Mind

The 80/20 Principle – Covey Habit 3: Put First Things First

20%

of your activities produce

80%

of your results

STAR® Manager Question (Habit 3):

“What activities generate the most value for your team?”

Help your people identify THEIR high-impact 20% and put first things first.

The challenge: Knowing WHICH 20%

Rather than make a millimeter of progress in one hundred different directions,
how about making huge strides in three?

The Rule of Three



- Human cognition handles 3 priorities well
- Beyond that, everything becomes equally urgent
- Decision fatigue increases exponentially

Your First Priority is to identify your top three priorities.

Identify Your Top 3 Priorities



10 Minutes - Personal Reflection

Ask yourself (Powerful Questions):

- What do I most want to accomplish in the next 90 days?
- What am I uniquely positioned to do that no one else can?
- What will I regret NOT doing if I look back in a year?

My Top 3 Priorities:

1. _____
2. _____
3. _____

2 THE EISENHOWER MATRIX

Habit 3: Put First Things First



*What is important is seldom urgent and
what is urgent is seldom important.*

- Dwight D. Eisenhower

The Eisenhower Matrix:

Covey Habit 3: Put First Things First

Q1: DO IT NOW

- _____
- _____

STAR® Questions:

"What happens if this isn't done?"

"Who else could handle this?"

Q2: SCHEDULE IT

- _____
- _____
- _____
- _____

This is where leaders should spend the most time.

Q3: DELEGATE IT

- _____
- _____
- _____

STAR® Question:

"Who on your team could learn from this?"

Q4: ELIMINATE IT

- _____
- _____
- _____

Be honest:

How much time do you spend here?

The Devil's Vortex

Activities that steal time from what matters most.

Most people spend 90% of time in Q1 and Q3.

- Q1 creates adrenaline addiction.
- Q3 feels productive but isn't YOUR work.
- Q2 is where Habit 3 leadership happens.

URGENT

NOT URGENT

The Q2 Strategic Zone – Habit 2: Begin with the End in Mind

STAR® Coaching: Where Leadership Actually Happens

Strategic Planning

Setting direction – Begin with the end in mind

Relationship Building

Investing in key stakeholders

Team Development

Growing your people's capabilities

Prevention

Addressing issues before they become crises

Personal Development

Building your own skills and knowledge

Process Improvement

Making systems work better

STAR® Insight: Every hour invested in Q2 saves 3-5 hours in Q1 crisis management.



15 Minutes - Sort Your Current Workload

List 10-15 tasks currently on your plate

Place each task in the appropriate quadrant

Use Powerful Questions to challenge your placement:

- "Is this truly urgent, or does it just feel that way?"
- "Is this important to MY priorities or someone else's?"
- "What would happen if I delayed this by a week?"

STAR® Coaching Tip:

Most people misplace items because of urgency addiction.

The question "What would happen if this didn't get done?" reveals true importance.

15-MINUTE BREAK

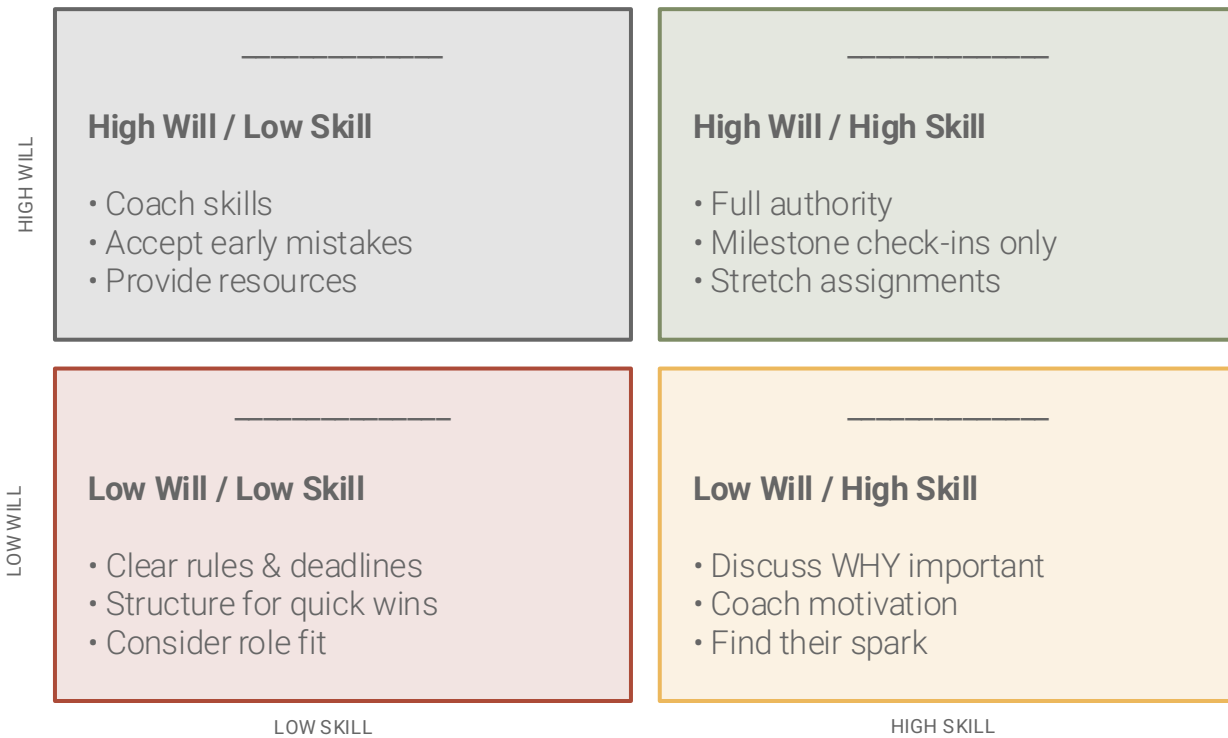
Return refreshed and ready

2 THE SKILL/WILL MATRIX

Habits 4 & 6: Win-Win & Synergize

The Skill/Will Matrix:

Habits 4 & 6: Think Win-Win & Synergize



STAR® Win-Win Questions:

For GUIDE:

"What support would help you most?"

For DELEGATE (Synergize):

"How will you approach this?"

For DIRECT:

"What's one thing you can do today?"

For EXCITE (Win-Win):

"What would make this meaningful for you?"

The Spectrum of Support – Habit 7: Sharpen the Saw

Move from Telling to Asking as capability grows

TELL

SHOW

GUIDE

DELEGATE

Manager Control

Team Member Autonomy

STAR® Coaching: The goal is always to move RIGHT – developing your people (Habit 7).
STAR® Question: “What level of support do you need to grow in this area?”

Building Margin: The Power of No – Habit 1: Be Proactive

Every YES is a NO to something else.

Professional ways to say NO:

"I'm not able to commit to that and do it well."

"Let me check my priorities and get back to you."

"I can do X or Y - which would be more valuable?"

"That's not in my wheelhouse - have you tried [person]?"

"I could do that, but it would mean delaying [current priority]."

STAR® Powerful Question:

(Be proactive): Before saying yes, ask yourself:

"How does this align with my top three priorities?"

"Am I reacting or choosing?"

Most of what you think is expected of you isn't.

4 FOCUS TIME & SCHEDULING

Designing Your Week

Schedule focused work time: regular blocks of time each day where you are not available, PERIOD.

No one schedules over it. No one interrupts you.

If you adhere to this religiously, you will get more done in a week than most of your colleagues accomplish in a month.

The Real Cost of Workplace Interruptions

OPEN OFFICE IMPACT

~70%

Face-to-face interaction drops ~70% when companies switch to open-plan offices — while email and IM volume surges to compensate.

Bernstein & Turban, Philosophical Transactions of the Royal Society B, 2018

FOCUS RECOVERY TIME

23 min

After an interruption, it takes an average of 23 minutes and 15 seconds to fully regain deep focus — even if the distraction lasted only seconds.

Gloria Mark, UC Irvine / Wall Street Journal; Mark et al., CHI Conference, 2008

DAILY EMAIL CHECKS

77x

The average information worker checks their inbox 77 times per day, spending over 1.5 hours daily on email — a primary driver of interrupted work.

Gloria Mark et al., 'Email Makes You Sweat,' ACM CHI Conference, 2019

Every interruption carries a hidden tax — 23 minutes.
What would recovering even 2 hours per day mean for your team's output?

Focus Time Rules

1. Block 90-120 minutes

Less is too short; more causes diminishing returns

2. Same time each day

Builds habit and sets expectations

3. Protect it like a meeting

Don't cancel for "just a quick question"

4. Communicate the boundaries

Team knows when you're unavailable

5. Match energy to task

Strategic work when fresh; admin when tired

6. Start with the hardest thing

Willpower depletes throughout the day

Schedule your Focus Time NOW - block it on your calendar before you leave today.



20 Minutes - Calendar Blocking

On your weekly calendar template **handout**

1. Block 3-5 Focus Time periods (minimum 90 minutes each).
2. Schedule your top three priority work into those blocks.
3. Identify your best energy times - protect them.
4. Batch similar activities (emails, meetings, admin).
5. Build in buffer time between commitments.
6. Plan ONE thing for each day that moves priorities forward.

Successful people put routines into their day that allow them to function on autopilot, conserving mental energy.

STAR® Question for your team: *"What Focus Time do you need?"*
Help them protect their strategic work time too.

5 BELIEFS & BEHAVIORS

STAR® Manager Module 14: Understanding What Drives Performance

The Beliefs-Behavior Connection

Why People Do What They Do

BELIEFS (Hidden)

- Self-image and identity
- Past experiences & patterns
- Assumptions about capability
- Expectations of outcomes
- Core values & priorities

BEHAVIORS (Visible)

- Time allocation choices
- Response to interruptions
- Delegation patterns
- Meeting attendance habits
- Priority communication style

STAR® Insight: To change behavior, first understand the belief behind it.
Ask: "What makes this important to you?" to uncover driving beliefs.

Coaching Through Beliefs

UNCOVER

STAR® Questions:

“What’s driving this behavior?”
“What do you believe about this?”

EXAMINE

STAR® Questions:

“Is this belief serving you?”
“What evidence supports it?”

REFRAME

STAR® Questions:

“What else could be true?”

REINFORCE

STAR® Questions:

“What will you do differently?”
“How will you know it’s working?”

Non-Negotiables are principles you won’t compromise.

“Having made the decision before facing a real challenge removes the drama, stress, and urgency.”

By creating non-negotiables, you’ve already measured the cost of not abiding by them

“I must do everything myself” → _____

“I’m not good at planning” → _____

“Busy = Productive” → _____

“Saying no is selfish” → _____

Beliefs That Shape My Time Management



15 Minutes - Uncover Your Limiting Beliefs

- *Identify beliefs behind time management struggles:*
- *When I struggle to delegate, what belief is driving that?*
- *When I say “yes” when I should say “no,” what am I believing?*
- *When I avoid strategic planning, what fear is underneath?*
- *Which of my beliefs about time no longer serves me?*

My Limiting Belief to Reframe:

Old Belief: _____

New Belief: _____

One Action to Reinforce: _____

6 VALUES IN ACTION

STAR® Manager Module 15: How Values Drive Motivation

Understanding Personal Values

Core Values That Drive Performance at Work

Achievement

Success, accomplishment, competence

Security

Stability, safety, predictability

Benevolence

Helping others, loyalty, team welfare

Self-Direction

Autonomy, creativity, independence

Power

Status, influence, recognition

Stimulation

Variety, excitement, challenge

The most valuable things in our lives happened because we were intentional.

Values and Time Alignment



10 Minutes - Connect Your Values to Your Calendar

1. Identify your top 3 personal values from the list
2. Review your last week's calendar
3. Ask yourself:
 - "How much time did I spend on each value?"
 - "Where is there misalignment?"
 - "What one change would bring better alignment?"

Without a vision, there is no common goal to work towards.
Values aligned with vision create meaning in time allocation.

7 MAKING IT STICK

From Insight to Habit

The 21-Day Myth

MYTH

21 days

Popular but wrong

REALITY

66 days

Research-backed average

Sharpen the Saw: Build a _____, not just motivation.

The good news: Missing one day doesn't reset the clock.

Covey's Habit 7 "Sharpen the Saw": Continuous improvement requires sustainable systems, not perfection.



Don't break the chain.

- Jerry Seinfeld

Seinfeld's productivity secret: Write jokes every day. Mark an X on the calendar.

Covey's Habit 3 "Put First Things First": Daily discipline builds the chain that drives success.

Habit Architecture

Habit 1: Be Proactive – Design Your Response

1

CUE

What triggers the behavior?
Time, location, preceding action

2

ROUTINE

What's the actual behavior?
Make it small and specific

3

REWARD

What's the payoff?
Make it immediate and visible

Example:

"After my first coffee (CUE), I will review my top three priorities (ROUTINE), then check them off visually (REWARD)."

STAR® Powerful Question:

"What small habit could I proactively design to improve my daily effectiveness?"

The 66-Day Challenge



STAR® Powerful Question: What will I commit to changing?

“What one change would bring better alignment?”

Choose ONE time management habit to build:

- | | |
|---|--|
| ☐ Morning priority review (5 min) | ☐ Daily Focus Time block (90 min) |
| ☐ Evening planning for tomorrow (10 min) | ☐ Weekly calendar audit (30 min) |
| ☐ Daily Eisenhower sort for new tasks | ☐ Other: _____ |

My 66-Day Commitment:

Habit: _____

Cue: _____

Reward: _____

Start Date: _____ Target Date: _____

Stress, fatigue, and the battle to overcome desire
rapidly use up our store of willpower.

Habits free you from constant decision fatigue.

Accountability Partners



Find a partner who will:

- Check in weekly on your commitment
- Check in weekly on your commitment
- Celebrate wins with you
- Use STAR® POWERFUL questions, not DIRECTIVE questions (Habit 5: Seek First to Understand)
- Practice Covey's Habit 4 "Think Win-Win" through mutual accountability

Research: Having an accountability partner increases success rate from 40% to 95%.

My Accountability Partner:

Name: _____

Check-in day/time: _____

Check-in method: ☐ Text ☐ Call ☐ In person ☐ Email

Round Robin: Share and Commit



15 Minutes - Table Discussion

Each person shares:

1. ONE key insight from today's session
2. Your 66-day habit commitment
3. Who will be your accountability partner

Listeners practice Habit 5 “Seek First to Understand” with STAR® techniques:

- Ask one Powerful Question to help them clarify or strengthen their commitment
- Examples: "What will success look like?" "What might get in your way?"

STAR® Coaching + Habit 5:

Listen empathically, then ask questions that help others think more clearly.



The key is not to prioritize what's on your schedule, but to schedule your priorities.

- Stephen R. Covey

Before Next Session

Your Action Items

- ☐ Complete 2-3 delegation conversations using Skill/Will approach
- ☐ Implement Focus Time blocks this week (Goal: 3; Minimum: 1)
- ☐ Begin 66-Day Challenge tracking
- ☐ Calculate hours reclaimed from Q3/Q4 activities
- ☐ Complete STAR® Manager Module 12

Remember: 1 hour of coaching = 1 day returned



Delegate Like a Boss

GD-OTS Decathlon Program

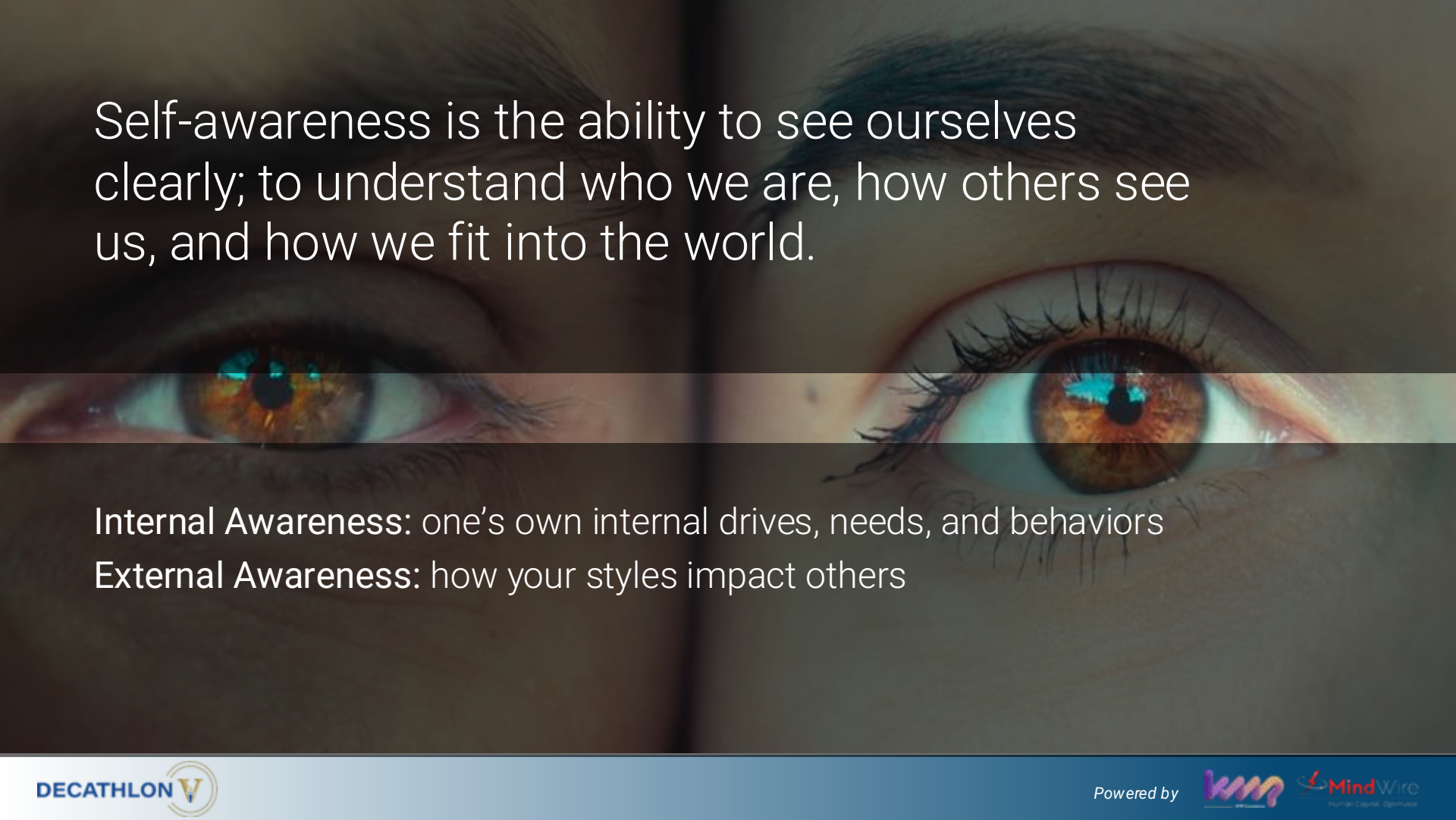
Today's Agenda

- Self-Awareness and Delegation
- You as a Delegator
- Delegating to Others
- What and How to Delegate
- Action Plan

95 % of people thought
they were self-aware but
in fact, 15 % were.



Harvard Business Review, "Working with People Who Aren't Self-Aware", 2018

A close-up photograph of two human eyes, likely belonging to a woman, looking directly at the camera. The eyes are brown with a digital overlay of blue and orange patterns on the irises. The background is a soft, out-of-focus skin tone.

Self-awareness is the ability to see ourselves clearly; to understand who we are, how others see us, and how we fit into the world.

Internal Awareness: one's own internal drives, needs, and behaviors

External Awareness: how your styles impact others

A high self-awareness score

was the strongest predictor of overall success in leadership.

GREEN PEAK PARTNERS AND CORNELL UNIVERSITY: THE
BENEFITS OF A SELF-AWARE TEAM

Your Sphere of Impact

People who impact your success

Direct reports
Peers
Boss
Colleagues
Executives
Vendors
Customers

People you naturally
“click with”



Hope doesn't need to be
your Strategy!

If you get good at this,
you can be successful
with nearly anyone!

Who Did It Best?



Think about the best delegator
you've worked with.

What did they do (or not do) that
made them so effective?

What was their impact on you?

Reflecting on Your Role



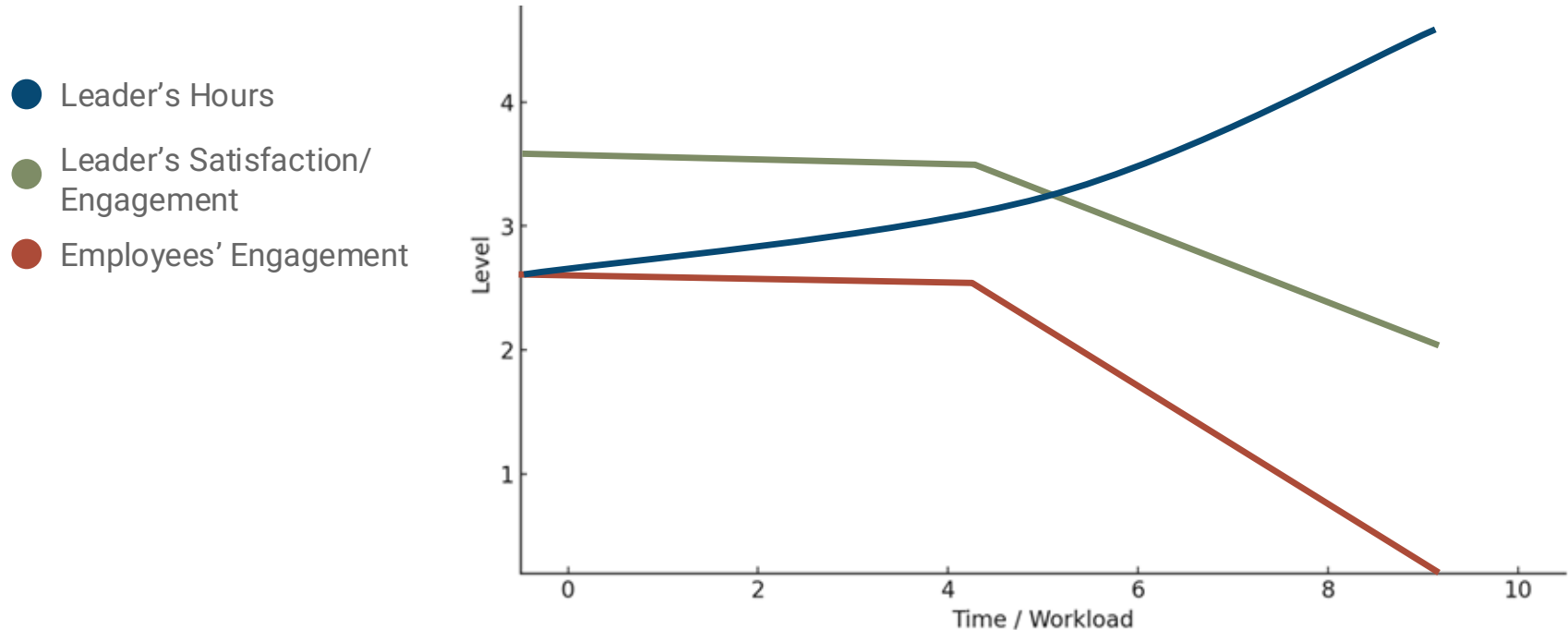
Why did you get promoted to a leadership role?

What things do you miss doing from your individual contributor days?

Did you get the memo?

The Cost of NOT Delegating

Impact of Increasing Leader Workload on Employee Engagement



Start Doing...

A Three items you could be **spending more time on** as a leader.

1. **EXAMPLE**
Leadership think time. Coaching my team.
2. Strategy. Communication
Working with others (colleagues, peers,
customers, vendors, etc.).
3. Hiring/development of my team.

What is the impact of doing those things?

1. **EXAMPLE**
On you
2. On individuals
3. On your team
On your outcomes

Time needed
/week

1. **EXAMPLE**
xx hrs
2. xx hrs
3. xx hrs

TOTAL
HOURS

A

Stop Doing...

B If you were leading properly, **what should you stop doing?**

1. EXAMPLES:

2. Individual contributor duties, things I like doing, am comfortable doing,
3. am the best at doing – almost
4. anything that isn't about leading as
5. my first and most important job.

What is the impact of doing those things?

1. EXAMPLES:

2. Others on my team will have to step up, learn, grow, take on more.
- 3.
4. I'll have the time to have more sanity and really focus on the most important things to my success as a leader.
- 5.

Time saved /week

1. EXAMPLE
2. xx hrs
3. xx hrs
4. xx hrs
- 5.

TOTAL
HOURS

B

Delegate!

C List **3-5 items that you should be delegating** but are not.

EXAMPLE

1. Get the laundry out
2. Development of a person
- 3.
- 4.
- 5.

What is the impact of doing those things?

EXAMPLE

1. For you personally? More enjoyment of the job, less time in the office, less stress, etc.
- 2.
3. For individuals on your team
4. For your team
5. For outcomes

Time saved /week

EXAMPLE

1. xx hrs
2. xx hrs
3. xx hrs
- 4.
- 5.

TOTAL
HOURS

C

What's the Opportunity?

Add B (“Stop Doing” hours) plus C (“Delegate” hours) and subtract A (“Start Doing” hours) to find your **newly gained hours per week**.

$$\begin{array}{c} \text{B} \\ \square \end{array} + \begin{array}{c} \text{C} \\ \square \end{array} - \begin{array}{c} \text{A} \\ \square \end{array} = \begin{array}{c} \text{Hours gained per week} \\ \square \end{array}$$

Delegation Calculator



Finish completing your delegation calculator.
Share with your partner.

My Leadership Role: DELEGATION CALCULATOR

A Three items you could be **spending more time on** as a leader:

	What is the impact of doing these things?	Time needed / week
1.	1.	1.
2.	2.	2.
3.	3.	3.

Total hours **A**

B If you were leading properly, **what should you stop doing?**

	What is the impact of not doing these things?	Time saved / week
1.	1.	1.
2.	2.	2.
3.	3.	3.
4.	4.	4.
5.	5.	5.

Total hours **B**

C List 3-5 items that you should be delegating but are not.

	What is the impact of delegating those things?	Time saved / week
1.	1.	1.
2.	2.	2.
3.	3.	3.
4.	4.	4.
5.	5.	5.

Total hours **C**

B $\square + \square - \square = \square$ **Hours gained per week**

DECATHLON   **ken M**

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Debrief: Your Opportunities



How many hours a week could you pick up if you were properly delegating?



What is the consequence to you (personally and as a leader) and your team if the status quo remains?



What do you gain if you started delegating properly? (Your own life/satisfaction? Your impact as a leader? Your team?)

Quick Break

What Gets in Your Way?



What's stopping you from delegating today?

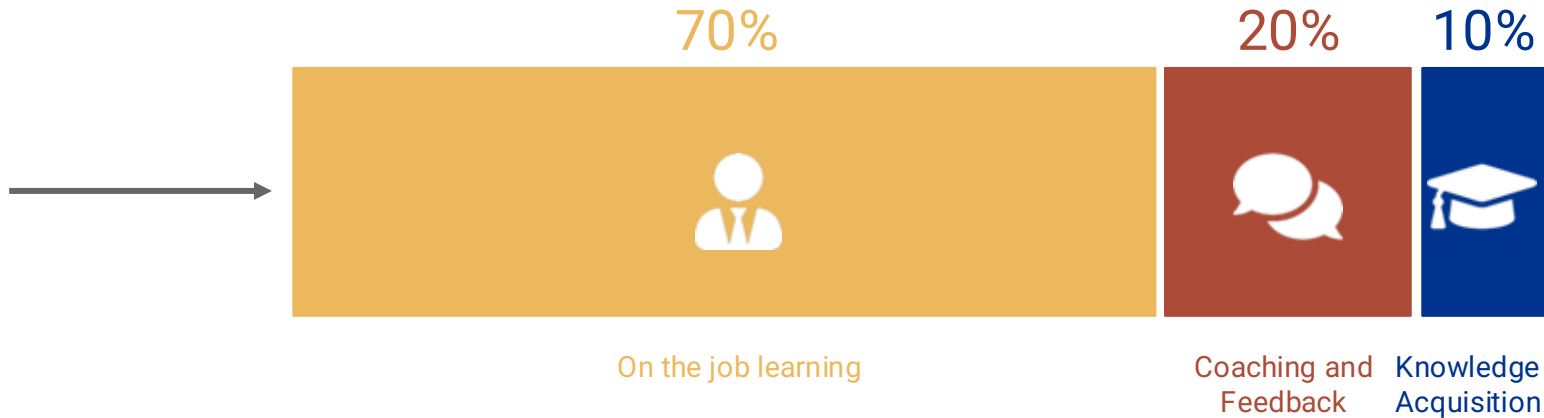
What are the reasons you've been reluctant or hesitant to delegate items on your list?

- They aren't ready.
- I don't have time to teach them.
- My people are too busy. I can't ask them to take on any more.
- I'm not sure where to start.
- It will get done faster if I just do it myself.
- I like doing those things, I'm good at them.
- I don't trust others to do them as well as I would.
- I feel a loss of control by handing those things off to others.
- As a leader I feel like I'm responsible to do this.
- I shouldn't ask others to do something I'm not doing or willing to do myself.

Development

Raise your hand if you just don't have enough work to do.

Good news!



Types of Delegation



“Get the Laundry Out”

- Execute the work that needs to be done
- Short-term and longer term
- Tactical and strategic



Accelerate capability of a person

- Get someone ready to...
- Development w/specific goals in mind
- Short and long term
- Tactical and strategic

Delegation Ideas



In your workbook, brainstorm and write down every task that you might be able to delegate.

Categorize as:

Get the laundry out

Accelerate/develop

Share with your partner.



Key reminders:

Don't worry about:

- Who you will delegate to.
- How you will do so.

We will address these today!

The 3 Elements of Effective Delegation



My strengths,
challenges, and needs
as a delegator

Knowledge, skill,
experience, readiness,
interest, track-record

Importance, visibility, complexity,
independent v. collaborative,
timeline, strategic v. tactical

The Secret Ingredient



THE PREDICTIVE INDEX®

Behavioral: drives, needs, and motivations

Cognitive: general cognitive ability and the ability to adapt, grasp, and handle complexity

1. Understand yourself
2. Understand others
3. How to pivot to optimize effectiveness of others (and yourself)



Quick Break

You as a Delegator

You as a Delegator



You as a Delegator

We'll review your PI Behavioral Assessment (your natural strengths and motivating needs) so you can better understand:

- Your natural strengths as a delegator
- Your potential challenges as a delegator
- How to use PI data to optimize your effectiveness when delegating



How My Behaviors Impact Delegation

LOW		FACTOR	HIGH	
Strength	Caution		Strength	Caution
Comfortable delegating authority. Supportive, helpful, approachable.	May not challenge or push. May have difficulty holding others accountable. Finds conflict difficult.	A Dominance	Holds people accountable. Will push/challenge. Not shy with conflict. Decisive.	Difficulty delegating authority. Holds onto control. May intimidate.
Analytical. Asks substantial, thoughtful questions. Gives others room to share.	Can be hard to read. May not share feedback frequently enough.	B Extraversion	Naturally coaches, teaches, shares info Inspires, includes, creates sense of camaraderie.	May overtalk. May overestimate their ability to "fix" anyone.
Will push for action. Will delegate all at once (not in pieces). Adept at change.	Will overload and overcommit directs. Has difficulty slowing down and listening.	C Patience	Purposeful, thoughtful approach. Won't give up. Patient and consistent.	May not push/challenge. May be overly patient. Reluctant to load up work.
Big picture focus Let's direct own details. Mistakes = learning	May struggle with process/agenda. May not provide enough structure/clarity.	D Formality	Good at creating process. Holds directs accountable to plan. High quality standards for success	May not delegate soon enough or consistently. Personal standards for quality may be too high.

You as a Delegator - Example

ACTIVITY



You as a Delegator

INSTRUCTIONS

What are your **top two strengths** as a delegator?

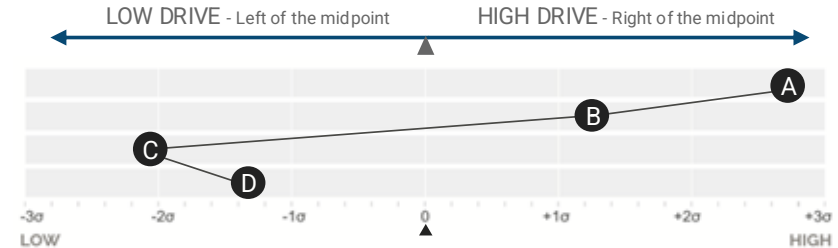
I challenge and push people to grow.
I let people own the work/the how.

What are your **top two challenges** as a delegator?

I jump in/decide for people, especially if I sense hesitation.
I need to listen more actively and not try to solve for folks.

What are your **top two takeaways** from what we've learned so far?

Keep challenging and pushing people to be better, get outcomes.
Don't "dominate" and decide for others.



You as a Delegator



Complete the reflection in your workbook.

- Top two strengths
- Top two challenges
- Top two takeaways

Share with your partner.

You as a Delegator

INSTRUCTIONS

What are your **top two strengths** as a delegator?

What are your **top two challenges** as a delegator?

What are your **top two takeaways** from what we've learned so far?

Quick Break

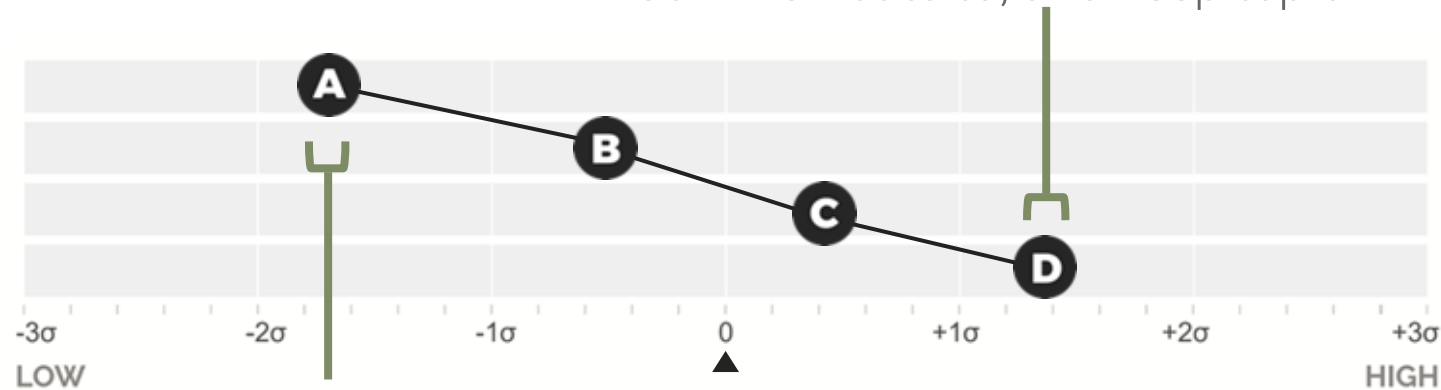
Delegating to Others

The Delegatee – To whom are you Delegating?



Identifying Motivating Needs

Identify the furthest RIGHT factor. That is the **strongest** Motivating Need. Coach to, communicate to, and keep top of mind.



Identify the furthest **LEFT** factor. This is likely the **next strongest** motivating need. This should color, flavor, impact how you approach the strongest Motivating Need.

Motivating Needs

Motivating **NEEDS**

	Motivated By:	How to Connect:	Challenges:
High A	Independence, CONTROL , competition, OUTCOMES , individual recognition.	Bottom line, direct to the point. Outcomes, outcomes, outcomes.	They will argue with you. Everything is a chance to win.
Low A	Encouragement, reassurance, HARMONY , team environment.	Ask for their help based on their expertise, attitude. Considerate, supportive, encouraging dialogue.	Will say things are fine, when they aren't, especially when feeling confronted or responding to a harsh approach.
High B	Positive, personal, public praise. INCLUSION , SIGNS OF STATUS , ACCOMPLISHMENT .	Inclusion: share info, ask their opinion. Never criticize in public, build a relationship, recognition for how they do things with people.	Will get defensive, make excuses out of a desire to protect their image.
Low B	Recognition for technical accomplishments/ expertise, time to think, FREEDOM FROM POLITICS .	Allow time to think, clear, factual communication, freedom from too much small talk, straightforward, analytical approach.	May not say much, engage in discussion, tell you how they are feeling, avoid focusing on the "people part."
High C	Paying attention to them. SECURITY , STABILITY , family-like work team, recognition for LOYALTY .	Scheduled: meetings, conversations, everything. Time to consider and reflect before deciding, lessen pressure, give full attention, be very specific on time frames, deadlines.	May be uncomfortable/resistant to changes in routine, schedule, comfort zone. Needs time to think, consider, get used to change.
Low C	VARIETY , CHANGE OF PACE , mobility, lots to do.	Brief, bulleted communication about the action/point, immediate feedback, load them up with a variety of challenges, pressure is productive.	Will interrupt, may not listen well. Can be tense and frustrated when change isn't fast enough for them.
High D	OPPORTUNITY TO GET THINGS RIGHT , structure, plan, SPECIFIC JOB KNOWLEDGE , freedom from risk, RECOGNITION FOR ACCURACY .	Written, precise expectations. Very specific and frequent feedback with examples; opportunities to develop subject-matter expertise, specialized training.	Very sensitive to criticism (they work hard to make NO mistakes.) Very hard on themselves for anything not done exactly "right."
Low D	FREEDOM FROM STRUCTURE , delegate details, give room to decide how, BIG PICTURE FOCUS .	Flexible, informal, casual interactions. Focused on big picture with strong clarity around "guard rails." Freedom from structure.	Thick-skinned, stubborn about their way. May not care very much about your rules, policies, procedures.
Logical	Being correct, ensuring the right decision, driven by data.	Logic, data, analysis, facts, evidence of why something will succeed.	Will slow down or stop when they don't have enough time, data, info to decide.
Intuitive	Deciding, using emotion, gut, experience and going for it.	Flexibility, use estimates, get 80% of what you need and go, consider their emotions.	Will decide, but sometimes wrong. Emotion can drive rash decisions.

Other Factors Matter, Too.



The Person You are Delegating to

Knowledge
Experience
Skill
Readiness
Interest



The Assignment

Complexity
The kinds of people they
will/won't need to collaborate
with
Ex. Close peers vs. C-level execs



The Stakes

Short term or long term?
Strategically important,
high-stakes or more
tactical project
Highly visible or behind the
scenes

Pivoting to Needs



1. Your group will be assigned one factor based on their own drives.
2. Brainstorm the Dos and Don'ts for delegating to the opposite drive. Write your answers in your workbook.
 - a. ex. Low A leader delegates to High A drive
 - b. ex. High A leader delegates to Low A drive
3. Pick a spokesperson! Be prepared to share with the class.



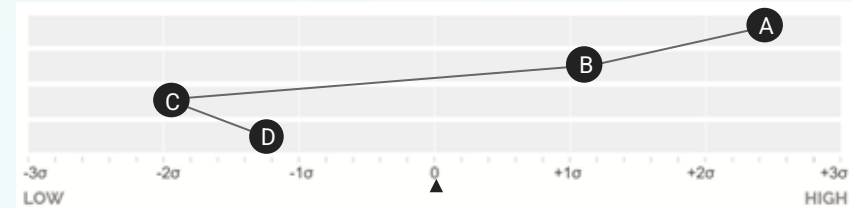
Quick Break

Bert and Ernie

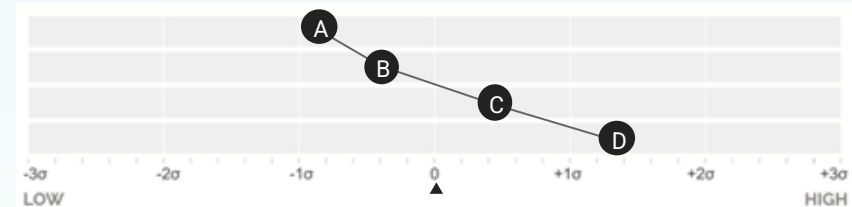


1. In your group, take a look at Bert and Ernie's Self Graphs. Identify the following:
 - Ernie's highest and lowest factors and delegation need.
 - Bert's highest and lowest factors and delegation need.
2. Write some Dos and Don'ts for both Bert and Ernie, when delegating.
3. Pick a spokesperson. Be prepared to share with the class.

ERNIE



BERT



Debrief



BERT:

What is his highest factor?

- The key needs?
- Dos and don'ts?

What is his lowest factor?

- The key needs?
- Dos and don'ts?

ERNIE:

What is his highest factor?

- The key needs?
- Dos and don'ts?

What is his lowest factor?

- The key needs?
- Dos and don'ts?

Motivating Needs



1. Switch Behavioral reports with your partner. Use the handout and fill in your partner's:
 - a. Highest and Lowest Factor
 - b. Needs
 - c. Dos
 - d. Don'ts
2. Share your list with your partner and get their feedback ("yes, no, close – but...").
3. Swap roles and repeat.
4. Be prepared to share with the class.



Debrief



What was the value of focusing on your partner's needs?



If you didn't get the needs exactly right when you were the leader, what happened?

What and How to Delegate

What is Being Delegated?



Other Factors Matter, Too.



The Person You are Delegating to

Knowledge
Experience
Skill
Readiness
Interest



The Assignment

Complexity
The kinds of people they
will/won't need to collaborate
with
Ex. Close peers vs. C-Level Execs



The Stakes

Short term or long term?
Strategically important
high-stakes or more
tactical project
Highly visible or behind the
scenes

Quadrant Activity



THE PERSON

Knowledge
Skills
Abilities
Track Record
Trust



THE WORK

Complexity
Stakes
Visibility
Impact
Risk

LOW

HIGH

QUADRANT 2

Execution
Leveraging Competence

QUADRANT 4

Developmental
Strategic
Further Accelerating & Leveraging
Competencies

QUADRANT 1

Execution
Building Competence

QUADRANT 3

Developmental
Rapidly Expanding Capability

LOW

Action Planning

Delegation Success Factors



All oars in the water



Delegate authority,
not just tasks



Use assessment
data



Communicate with
intention



Get out of your own
way



Track your progress

Complete Your Action Planner

DIRECT REPORT ACTION PLANNING (P1)

DIRECT REPORT NAME

ABOUT MY DIRECT REPORT

HIGHEST FACTOR

LOWEST FACTOR

 **THE WORK TO DELEGATE**
Describe the work, timeline, their decision rights, and what success looks like

THEIR KEY DELEGATION NEEDS

DELEGATION DOS

DELEGATION DON'TS

DIRECT REPORT ACTION PLANNING (P2)

 **YOU AS A DELEGATOR**
Review your strengths and caution areas as a delegator, your direct report's needs, and the work to be delegated.

DIRECT REPORT NAME

What do you need to be aware of regarding your style?

What 1-2 adjustments will you make?

ENSURING SUCCESS

COMMUNICATION

Why did you choose this person to delegate to?

How can this benefit them, the team, and the organization?

LEADERSHIP

What do you need to do to help them begin?

What will they need from you after the initial hand-off to help them succeed?



Write in your workbook:

1. By this date _____, I'm going to get back hours by delegating more effectively.
2. Write down the ONE most important action/commitment **you will take**.
3. Choose an accountability partner.
4. Share your commitment with them and describe what would keep you accountable.



Thank you!