

KEYS Delegation

Knowledge and Education for Your Success

problem as a monkey that is impatient and noisy can help managers see project decisions and problems as they really are and address them in the best possible way.

Ready to get started? Here are some suggestions:

Objective	How-to Suggestions
Help staff to think critically	Coach staff to bring some thoughtful recommendations for “next steps” (feeding the monkey).
Steer toward action by your staff	“Why don’t we talk about this again tomorrow? In the meantime, you hold onto the problem in case you come up with an idea or solution...and I hope you will.”
<p><i>*REMEMBER: If you say “Let me think about it and I’ll get back to you,” your staff member and the project are on hold until <u>you</u> do something (you now own the monkey). You’ve taken away your staff member’s initiative and action, and you’ve added to your to-do-list. You didn’t “own” the situation/monkey in the first place; your staff member did when s/he brought it to you for discussion.</i></p>	
Keeping other people’s monkeys out of your office is the only way to preserve your discretionary management time	<p>Staff member says, “We’ve got a problem.”</p> <p>It is either your problem or my problem. If it’s my problem, I hope you will help me with it. If it’s your problem, I’ll help you but at no time will it become my problem. The minute your problem becomes my problem you will no longer have a problem and I can’t help a person who does not have a problem.</p> <ul style="list-style-type: none"> ■ Work together to assign “next steps/feedings” ■ Work together to agree on the next checkup appointment
<p><i>HINT: Only retain those monkeys that only you can handle. The only way to develop responsibility in your staff is to give them responsibility.</i></p>	

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<p>Level I Insurance: “Recommend, Then Act” Staff will develop recommendations that you approve BEFORE they proceed to execute</p>	<p>This provides protection and risk management, but at the cost of more of your time and some of your staff’s freedom.</p>
<p>Level II Insurance: “Act, Then Advise” Staff will resolve the situation and inform you afterward</p>	<p>This is when you are sure your staff can handle the monkeys successfully on their own. They have lots of operating room and it saves you being in the trenches.</p>
<p><i>*HINT: Let your staff assume the responsibility (and the risk) of selecting for themselves which level of insurance policy is best, with the understanding that their selection must satisfy you. Ultimately you, as manager, must approve all insurance selections; you should not abdicate your responsibility as manager by allowing them to select Level II insurance when there is a significant risk of an unaffordable mistake.</i></p> <p><i>*REMEMBER: Practice hands-off management as much as possible and hands-on management as much as necessary.</i></p>	
<p>Develop an understanding with your staff members that they will treat their sick monkeys’ maladies as best they can, but if the condition persists or worsens and does not respond to treatment, the monkey will be brought to your office for a checkup in time for you to get involved before the situation becomes a crisis.</p>	<p>It is your staff member’s responsibility to monitor daily temperature checks and progress. If in his/her judgment a crisis could occur before the next checkup appointment, it is his/her responsibility to initiate an interim, precautionary checkup.</p>

