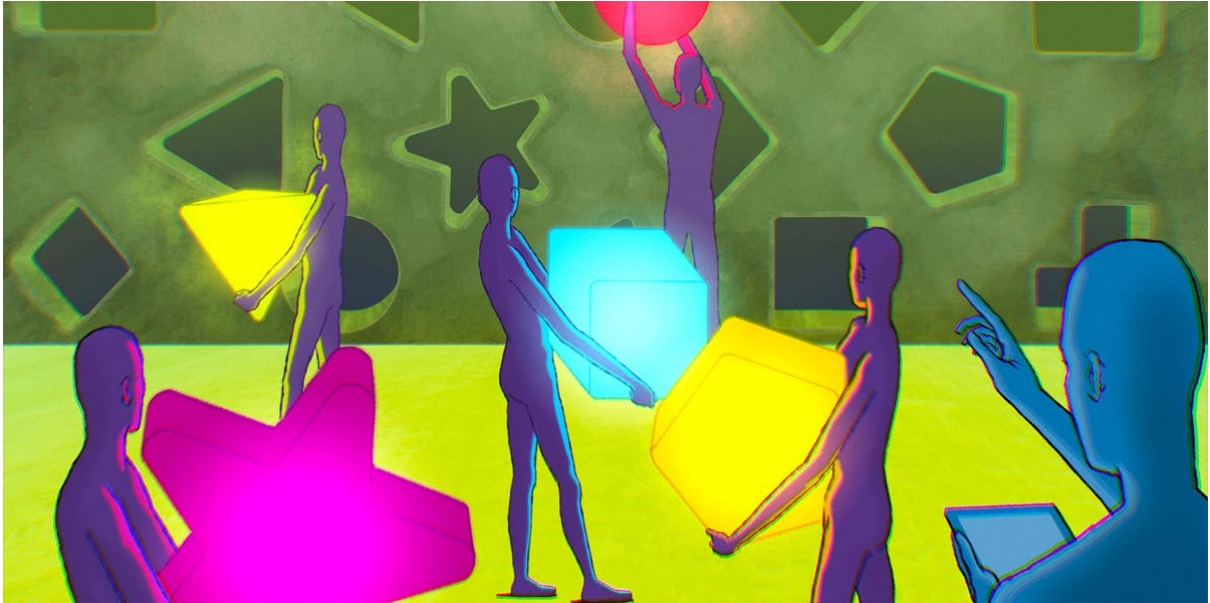


The difficult balance between leading and delegating.



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However, that usually means we end up executing tasks, rather than
leading.

INFOVA
LEADERSHIP & DEVELOPMENT

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The difficult balance between leading and delegating.

Many teams do not perform well, because those who are supposed to lead them dedicate their time to execution rather than leadership.

The daily functions of a leader or boss, consist of both leadership (directing) and execution tasks.

Good leaders should spend approximately 80% of their time leading and 20% executing. But in most cases, we find that Leaders dedicate much of their time doing or completing the work themselves (work and tasks that should be delegated) and only 20% to the role and associated tasks of leadership.

Spending 100% of their time on leadership tasks is not a good strategy for Leaders either: it is important not to lose contact with the reality of the team's daily work.

That is to say, it is opportune for leaders, from time to time, to be very much on top of what is being done, but with the clarity that this is not their main function. And when they do focus on execution, to create the conditions for the team to cover the leadership tasks.

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However, that usually means we end up executing tasks, rather than leading.

For example, in a company where a sales manager needs to be appointed from a team of 5 sales professionals, many CEOs would appoint their best salesperson for that position. Therein lies the mistake.

This new sales manager has already proven that they know how to sell, and it is likely that they still want to be the one who sells the most.

They will not understand when they are told that they are not doing their job effectively, and that their role is no longer to sell, but to create the conditions for their team to sell more.

In large or small companies, the leader is a creator of conditions for people to be able to work and perform effectively.

That is why delegation and planning are so important, and why they are Leadership functions.

The same applies to making decisions, managing relationships with other departments, or resolving problems that the employees cannot.

This is the role of a leader.

To develop the potential of the entire team, guarantee results, but to not dedicate much time to work the team should be doing.

An excellent tip is to ask yourself every morning, what can I delegate today?

The optimal level of delegation will be as much as possible without losing touch with the reality of the team.

What is left over are the tasks that cannot be entrusted to someone else.

That is to say, the tasks and function of leadership, which are what give meaning to the role of Leader.

Put another way, Leaders should avoid working too many hours because they are dedicating too much of their time to execution of team tasks, rather than to leadership.