



# LEADERSHIP AND INTEGRITY WORKSHOP

Virtual Forum

*"Providing Effective Virtual Oversight and  
Critical Delegation Practices for Leaders  
During a Crisis"*

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# Content



- ❖ Objectives
- ❖ Introduction
- ❖ Overview
- ❖ Question and Answer
- ❖ Conclusion



# Objectives



**By the end of this session, the participants will be able to:**

- 1. Explain** what is Effective Virtual Oversight
- 2. Understand** the Delegation Framework
- 3. Highlight** the challenges associated with poor delegation
- 4. Share** experiences

# Leading During A Crisis



- ❖ A **crisis** is when it is most important for leaders to uphold a vital aspect of their role i.e. making a positive difference in people's lives.
- ❖ Requires leaders to acknowledge the personal and professional challenges that employees and their loved ones experience in the heat of the moment.

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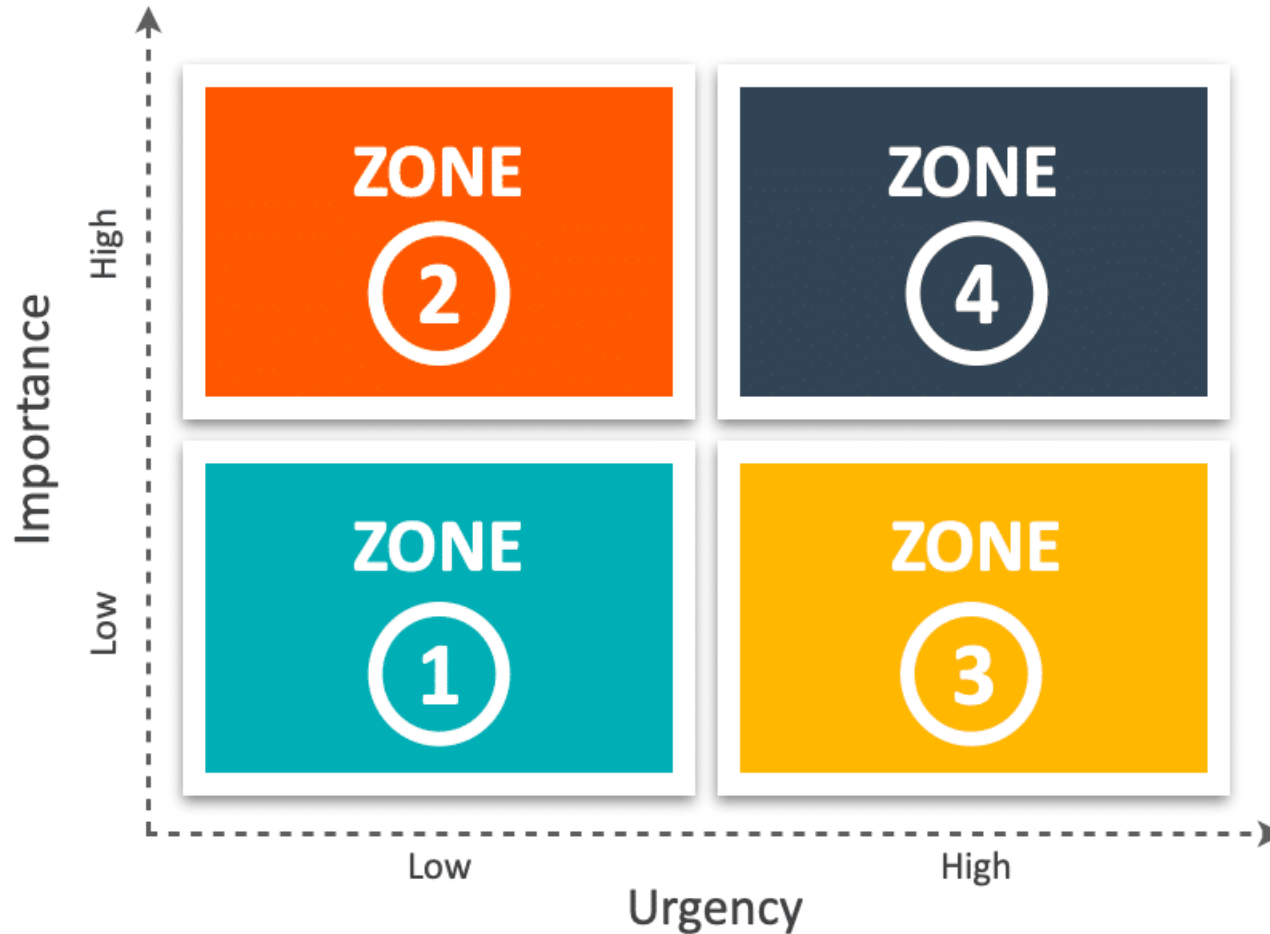
- ❖ **Great leaders** understand the value of delegation. When a team leader delegates responsibilities to individual contributors, it illustrates their belief in their potential.
- ❖ Delegation can save nearly **79%** of team members from quitting.

# Challenges of Delegation



- 1. Micromanagement (MBWA):** Often caused by low trust
- 2. Time:** May fear that delegating consumes more time for the accomplishment of tasks
- 3. Skepticism:** When unsure about team member's ability to perform

# Delegation Framework



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# Delegation Framework



## Zone One (1)

Work that fits into this zone is ideal for delegation. The Leader has ample time and the situation has low risk and exposure. If the outcome is off target, the leader will have the time needed to make adjustments if necessary.

# Delegation Framework



## Before Delegating;

1. Define Goals
2. Share Responsibilities
3. Set Milestones
4. Establish a Deadline

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# Delegation Framework



## Zone Two (2)

When the project due date is not imminent, but the project is crucial and has high exposure, this is a great development opportunity for others as long as you maintain quality control and oversight.

# Delegation Framework



## Zone Two (2) Cont'd

The development opportunities in this zone entail:

- Regular coaching, feedback and monitoring
- Detailed guides on how to perform specific responsibilities with quality check points and milestones (outlines, tactics, etc.)
- Coaching with relevant in-house processes and procedures
- Videos and articles that offer a deep dive into best practices

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# Delegation Framework



## Zone Three (3)

This zone provides an opportunity for the leader to step back and let a team member drive the project as long as they understand the critical deadlines that must be met.

# Delegation Framework



## Zone Three (3) Cont'd

- **Clarify** specific tasks and time requirements.
- **Offer immediate support** to the team members.
- **Provide feedback and direction** if the project timeline or team members experience delays.
- **Frequently check in** to make sure everyone is on.
- **Encourage** team members to reach out if they need assistance.

# Delegation Framework



## Zone Four (4) Cont'd

- This is a zone where delegation should be limited with the leader retaining ownership of the situation
- Circumstances like this require experience, knowledge, and skills to effectively execute the task or project in a timely manner because there is a need to deliver quality solutions or service. There is limited time to permit teaching, training, delays, or challenges.

# Delegation



As a team leader, it can be challenging to determine how to divide your assignments and to whom you should delegate specific tasks. The key is tapping into each person's expertise and skills to assess the degree of authority and autonomy they should have.



**Level 4    Autonomy**

**Level 3    Empowered Authority**

**Level 2    Decision-Making**

**Level 1    Research/Admin Tasks**

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# Leaders Should?

(McKinsey & Company)



## Define priorities

Identify and communicate the three to five most important ones. Early in the crisis, those might include employee safety and care, financial liquidity, customer care, and operational continuity. Document the issues identified, ensure that leadership is fully aligned with them, and make course corrections as events unfold.

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# Leaders Should? Cont'd

(McKinsey & Company)



## Make Smart Trade-Offs

What conflicts might arise among the priorities you have outlined? Between the urgent and the important? Between survival today and success tomorrow? Instead of thinking about all possibilities, the best leaders use their priorities as a scoring mechanism to force trade-offs.

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# Leaders Should? Cont'd

(McKinsey & Company)



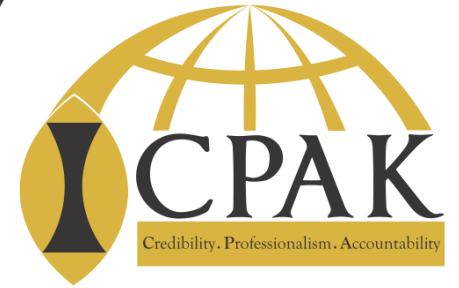
## Name the Decision Makers

In your central command “war room,” establish who owns what. Empower the front line to make decisions where possible, and clearly state what needs to be escalated, by when, and to whom. Your default should be to push decisions downward, not up.

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# Leaders Should? Cont'd

(McKinsey & Company)



**Embrace action, and don't punish mistakes.**

Missteps will happen, but our research indicates that failing to act is much worse.

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***Making decisions amid uncertainty: Pause to***

***Assess and Anticipate, then ACT!***

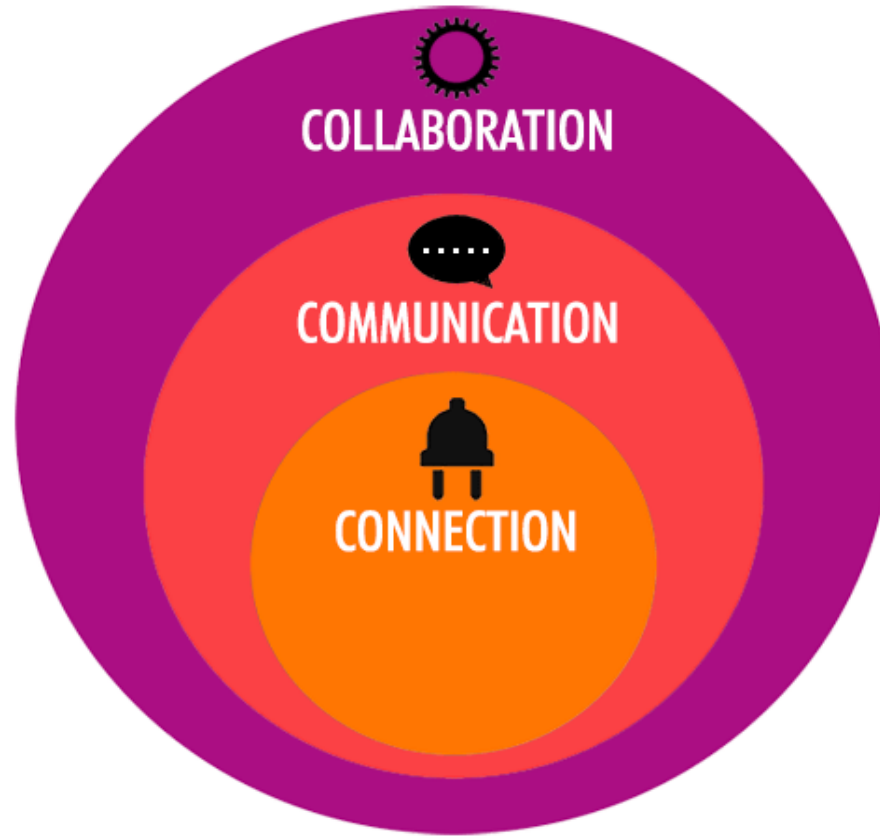
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# Why Some Managers do not Delegate

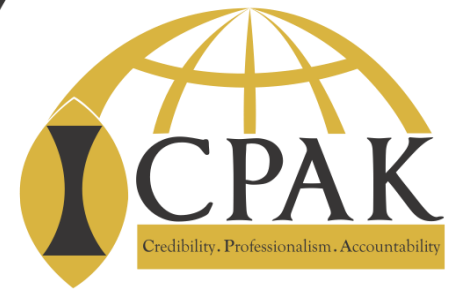


1. Believe that employees cannot do the job as well as the manager can.
2. Believe that it takes less time to do the work than it takes to delegate the responsibility.
3. Lack of trust in employees' motivation and commitment to quality.
4. The need to make one's self indispensable.
5. The enjoyment of doing the work one's self.
6. Guilt associated with giving more work to an overworked staff.

## Core Components of Being a Leader



# Delegation Preparation Checklist



- 1. Keep a delegation attitude.** Ask yourself frequently: "Who else could do this?" Question every task, particularly those you have done for years.
- 2. Define the desired outcome.** Ask: "What is the result I want accomplished?" Learn to assign responsibility for achieving results rather than unloading tasks.
- 3. Select the person(s).** Consider more than one criterion when choosing to whom to delegate something. Some things to consider: Who has experience and skills? (Be careful not to overload this person.) Who needs to learn how to handle this responsibility? Who has the time to accept this responsibility? Who would like to have this opportunity?

# Delegation Preparation Checklist



**4. Get input from others.** Ask for ideas about what to change, who to involve and how to define the results. Consult one's own team, other managers who interact with the team, one's boss and customers.

**5. Assign the responsibility and define the time factors.** What is the deadline? When will you want progress reports?

**6. Provide training and guidance.** Does the person need training before assuming this responsibility? What guidance will they need to succeed? Remember to allow them freedom for independent thinking.

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# Delegation Preparation Checklist



**7. Define the authority level.** How much power will they need? What kinds of power?

Who else needs to know that this person has the authority to act? Be sure to inform them to assure cooperation with the employee.

**8. Agree about the control process.** What kinds of controls are needed? How can one feel in control and still empower employees to act independently?

**9. Monitor progress.** Pay attention and maintain control of the situation. Managers are still responsible for the success or failure of this person and for achieving the desired results.

# Delegation Preparation Checklist

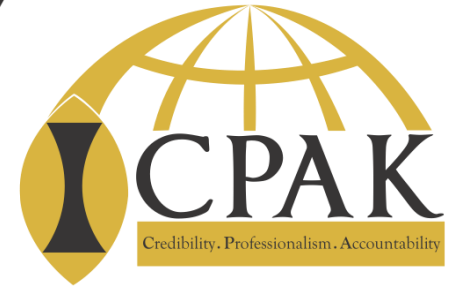


**10. Provide feedback.** Stay in touch, giving plenty of positive reinforcement and coaching when needed.

**11. Identify the lessons learned.** What did the employee learn? What did you learn? Often, the person with the new responsibility will figure out better ways to get things done and such improvements need to be identified, documented and shared.

**12. Evaluate Performance.** Give the person helpful feedback. What did they do well? Where can they improve? How can the results be improved? How can the manager do a better job of helping them succeed?

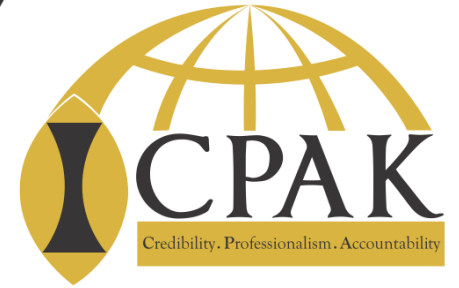
# Video



## Richard Turere - My invention that made peace with lions

[https://www.ted.com/talks/richard\\_turere\\_my\\_invention\\_that\\_made\\_peace\\_with\\_lions?language=en](https://www.ted.com/talks/richard_turere_my_invention_that_made_peace_with_lions?language=en)

# Video Feedback



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# Q & A, Sharing of Experiences

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"YOU ARE WHAT YOU DO, NOT  
WHAT YOU SAY YOU'LL DO."

CARL GUSTAV JUNG



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