

The Talent Advantage: How to Set Priorities and Delegate to Stay Engaged at Work

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Adapted from the book: The Talent Advantage by Dr. Alan Weiss and Dr. Nancy MacKay, published by Wiley.

Engaged employees have the highest productivity because they show up mentally and physically every day with a high degree of motivation to deliver extraordinary results.

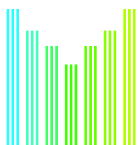
The following four priority setting and delegation strategies will keep you engaged at work.

1. Schedule free time

- On a scale of 1 (low)- 10(high), how satisfied are you with the amount of time you spend away from work?
- Free time (away from work) enables you to avoid burnout, maximize creativity and keep your passion alive.
- To increase the quality of your career and life, set a goal to maximize free time and deliver greater results each year by working smarter not harder.
- Action Items: If you want to be more engaged at work, take all of your vacation time each year. And, take a minimum 24-hour period off each week (e.g., a Saturday or Sunday) to spend time with your family and on other priorities in your life.

2. Plan your time

- On a scale of 1 (low)- 10(high), how satisfied are you with your ability to spend your time wisely?
- Time is your most precious resource. We all have 24/7 so eliminate the phrase “I don’t have time” from your mindset.
- Planning your time enables you to maximize your time on results producing activities and delegation (see strategies 3 and 4 below).
- Action Item: Plan your time every day, week, month, quarter and year to ensure that you are spending your time wisely.



3. Maximize your time on results producing activities

- On a scale of 1 (low)- 10(high), how satisfied are you with the amount of time you spend on results producing activities?
- Setting priorities involves: (i) focusing on the outcomes that you are responsible and accountable for; (ii) maximizing your time on results producing activities; and (iii) delegating decisions to get results through others.
- Action Items: (i) Identify your top 3 vital activities that have the greatest impact on your ability to deliver the results that you are accountable for; (ii) Maximize your time on your top 3 vital activities; and (iii) If you lead a team of people, spend a minimum of 20% of your time delegating and coaching and mentoring your team.

4. Delegate 360 degrees

- On a scale of 1 (low)- 10(high), how satisfied are you with the amount of time you spend on doing work that you hate doing?
- To stay engaged, spend most of your time on activities that you have passion, competence and need in order to achieve extraordinary results. Delegate everything else.
- Action Items:
 - i. List your top 30 work-related activities. For each activity, assess your ability to do each one based on the descriptions below:
 - Masterful: extraordinary ability; passion; gives you energy
 - Excellent: superior ability; no passion
 - Competent: adequate ability; boredom; little improvement in performance over time
 - Incompetent: inadequate ability; failure; stressful
 - ii. Develop a plan to delegate 360 degrees all of your “competent and incompetent” activities to your boss, peers, direct reports and other people (who are masterful and excellent at these activities).

