



# MANAGEMENT BY DELEGATION

Do these scenarios sound familiar? You are walking to your office and an employee stops you to give you a rundown of what's happening. "I made a phone call to Bill. He says that we can't get the project done until July 7, so I'm going to work on the Smith account, and after lunch, turn my attention to the Lion account. The newsletter project will be finished on June 17, and, by the way, the copy machine is broken. Should I call a repairman?"



As you get to your office another employee stops you to give a rundown of his situation. This lasts another three minutes. Frustrating? You bet. And you wonder, *why can't these employees take more responsibility and not drop every detail of every project on my lap?*

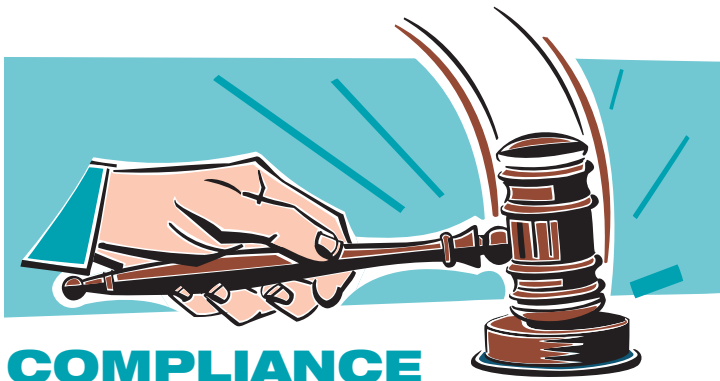
Maybe it's not them, but you. Maybe you are not delegating effectively. Here are some key points to remember.

- #1 – **Stress results, not details.** Make it clear to your employees that you're more concerned about the final outcome of all projects, rather than the day-to-day details that accompany them.
- #2 – **Don't be sucked in by giving solutions to employees' problems.** When employees come to you with problems, they're probably looking for you to solve them. Don't. Teach them how to solve problems themselves. This, too, can be frustrating because it takes time. But in the long run, you'll save yourself time and money.
- #3 – **Turn the questions around.** If an employee comes to you with a problem, ask him or her for possible solutions. If an employee comes to you with a question, ask for possible answers.
- #4 – **Establish measurable and concrete objectives.** With all employees, make your objectives clear and specific. Once this is done, employees will feel more comfortable acting on their own. Think of this plan as a road map – and your employees will too.
- #5 – **Develop reporting systems.** Get your feedback from reporting systems: monthly reports, statistical data, or samplings. Consider weekly meetings with employees.
- #6 – **Give strict and realistic deadlines.** If you don't give clear deadlines, employees won't feel accountable for the completion of their tasks.
- #7 – **Keep a delegation log.** When you delegate an assignment, jot it down. You'll be able to monitor the progress, and discipline employees when necessary for not completing projects timely.
- #8 – **Recognize the talents and personalities of your employees.** Being a good delegator is like being a good coach of a football team. You have to know what projects each employee can handle, and what projects they can't handle.



## INSIDE ...

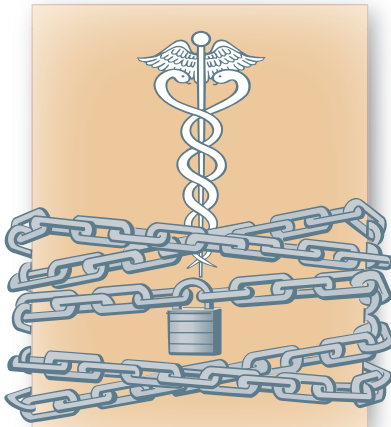
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## COMPLIANCE CORNER

### NEW PRIVACY RULES PROPOSED TO HIPAA

The Department of Health and Human Services (HHS) proposed new rules intended to strengthen the privacy of health records in a notice issued July 8, 2010. “to improve the health of individuals and communities, health information must be available to those making critical decisions, including individuals and their caregivers. While health information technology will help America move its health care system forward, the privacy and security of personal health data is at the core of all our work”, Kathleen Sebelius, secretary of HHS, said.



“Added to current rules are provisions about individual rights and protections when third parties handle individually identifiable health information,” *Occupation Health & Safety* reported. The new rules modify the Health Insurance Portability and Accountability Act (HIPAA) by:

- Expanding the rights of patients to access their information.
- Restricting some types of disclosures of protected health information to health plans.
- Requiring business associates of HIPAA-covered entities to be under most of the same rules as the covered entities.
- Setting new limitations on the use and disclosure of protected health information for marketing and fundraising.
- Prohibiting the sale of protected health information without patient authorization.

## FAMOUS QUOTE

*“Try not to become a success, but rather try to become a man of value.”*

— *Albert Einstein*

## PRAISE EMPLOYEES EFFECTIVELY

Praise is a manager’s most powerful tool, but like all tools, you have to be sure you’re handling it correctly. Here are two suggestions:

- **DON’T HIDE YOUR PRAISE BEHIND CRITICISM.** The “sandwich technique”, in which you couple a piece of praise with an item of criticism, rarely sounds sincere. The employee is more likely to remember the criticism and assume the praise was included only to soften the blow.



- **BE SPECIFIC.** Vague, global praise, like “You’re doing a great job”, is less meaningful than precise descriptions, such as “You added five new accounts last week. That’s great!”

## HOW TO GET THE BUDGET YOUR DEPARTMENT NEEDS

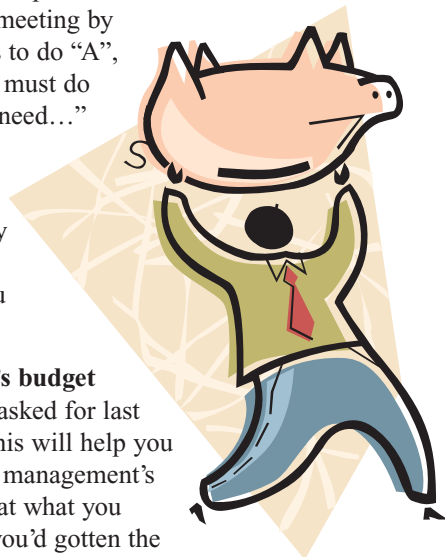
Getting a budget approved can be a difficult process, especially as companies try to cut back and reduce expenses. When you begin working on your budget proposal, resist the temptation to take an adversarial approach. Instead, concentrate on what your organization needs and how well your department can provide support for those necessities.

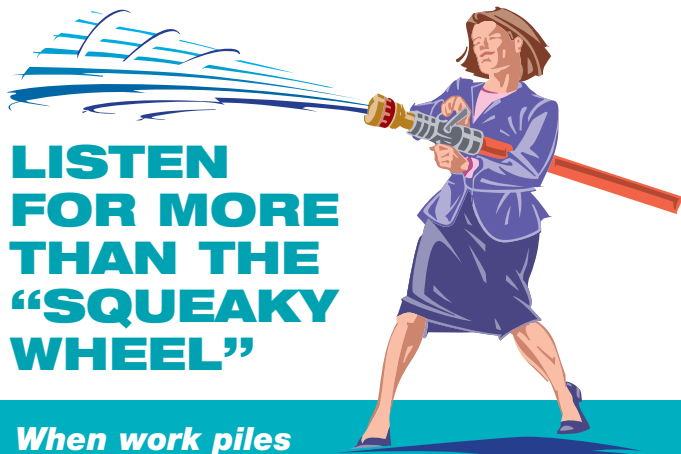
**Step #1: Decide on your needs.** Instead of demanding every cent available, take a good look at what your department really requires in order to function.

**Step #2: Evaluate the company’s needs.** Justify each item according to your company’s requirements. You’ll be able to define your proposal in a meeting by saying, “Our goal this year is to do “A”, which means my department must do “B” and “C”. To do that, we need...”

**Step #3: Consider the consequences.** Describe the consequences to the company if your budget requirements aren’t met. This will help you argue persuasively.

**Step #4: Examine last year’s budget process.** Compare what you asked for last year to what you received. This will help you tailor your proposal to upper management’s viewpoint. Also, take a look at what you could have accomplished if you’d gotten the budget you asked for.





## LISTEN FOR MORE THAN THE “SQUEAKY WHEEL”

**When work piles up or tough problems take a lot of your time, you depend on your veteran employees to work on their own. Good – but don’t forget to recognize their efforts when the smoke clears. Employees who step up are often proud to help out, but over time not being recognized for extra effort can cause resentment. They may feel taken for granted because they are so dependable. That’s not the way you really see them, so don’t let things degenerate that far.**

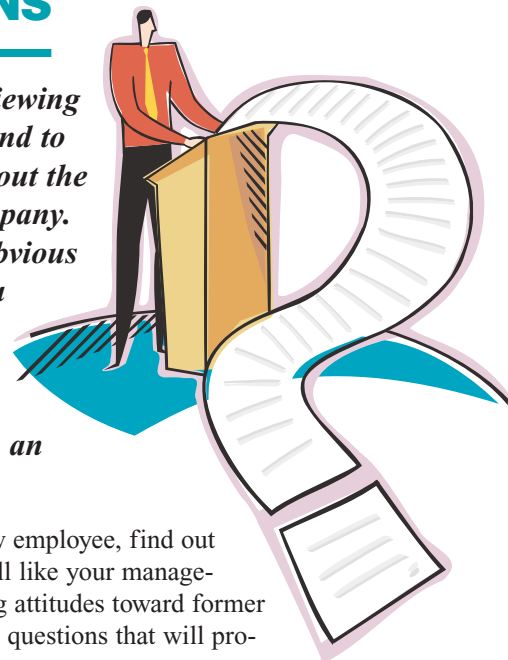
## SIX TACTICS TO BOOST MORALE

One of a manager’s most important jobs is to keep spirits up in the workplace. With stress levels in Corporate America at an all-time high, this isn’t always easy to do. However, there are some strategies you can use that will get the job done without hurting your budget.

1. **SET UP A “HUMOR CORNER”.** Designate one section of the office as the place for humor. Encourage employees to post cartoons, jokes, or other funny material.
2. **GET OUT OF THE OFFICE!** Whenever possible, hold meetings outside the office at the coffee shop down the street or at a local restaurant. If weather permits, don’t be afraid to hold meetings outside from time to time.
3. **LIVEN UP YOUR MEMOS.** Buy a book of one-liners, and include a joke at the bottom of your memos from time to time.
4. **RUN A “GUESS THE BABY” CONTEST.** Ask the staff to bring in their baby photos and post them on the wall. Award a free lunch to the employee who can guess who’s who.
5. **HAVE “LATE DAY MONDAYS”.** If possible, once a month allow your employees to arrive an hour late on a Monday morning – or leave an hour early on a Friday..
6. **BRING YOUR SMILE TO WORK.** You’ll be surprised at the difference it makes. If the manager consistently has an upbeat attitude, the staff will as well.

## SHARON HYDER, CMC, CRM ANSWERS YOUR MANAGEMENT QUESTIONS

*When I’m interviewing an applicant, I tend to talk too much about the position and company. Other than the obvious questions about a candidate’s job history, do you have suggestions on what to ask in an interview?*



If you’re hiring a new employee, find out whether he or she will like your management style by probing attitudes toward former supervisors. Here are questions that will produce results.

1. Tell me about the best manager you’ve worked for.  
Why was he or she a good manager?  
What would your ideal boss be like?
2. What was your least favorite manager like?  
How did you handle the things you didn’t like about him?
3. Tell me about a disagreement you and a previous boss had.  
How did you resolve it?
4. If I were your boss, what would be the most important thing for me to say or do to support you?

## OPTIMISM ISN’T ALWAYS THE KEY TO SUCCESS

**Many management experts are now saying that pessimists make great managers. Why? Because they’re always thinking of what could go wrong and are, therefore, coming up with solutions to problems – just in case the worse happens. So if you’re an optimist, force yourself to write down everything that could go wrong with the new projects, ideas, employees, etc. Once you do this, you’ll naturally be prepared with solutions if disaster strikes.**



## TRENDS...

### LAWMAKERS QUESTION DATA COLLECTION AT POPULAR WEBSITES

Two senior members of the House Energy and Commerce Committee said they are “troubled” by the collection of personal data at many highly trafficked websites, including MSN.com, AOL.com, and Careerbuilder.com. Representatives Ed Markey (D-Mass.) and Joe Barton (R-Tex.) sent a letter on August 15, 2010, asking several companies how much data is collected on the websites and what is subsequently done with the data. The letter was sent to the operators of 15 websites, including some owned by technology giants Microsoft, Yahoo, and Comcast. The lawmakers wrote that they were concerned about the data privacy practices outlined in a recent *Wall Street Journal* series which claimed spying on internet users was “one of the fastest growing businesses online”.

According to *PC World*, the letter asked the operators of the websites in question “what consumer information they collect, what third-party partners they have, and how the sites use the data. The lawmakers, who serve as co-chairmen of the House bipartisan Privacy Caucus, also asked the sites whether they sell the personal data or otherwise monetize it.”

According to the article, Comcast and Yahoo didn’t immediately respond to a request for comments on the letter, but Christina

Pearson, a spokesperson for Microsoft, said the company “takes seriously our responsibility to protect people’s privacy when they are using Microsoft’s products and services. She also said Microsoft “looks forward to working with Barton and Markey on privacy issues.”

### RECORDKEEPING: PRIVACY CONCERNS OVER FEDERAL USE OF SOCIAL MEDIA

Twenty-two out of 24 major federal agencies use social media, the General Accounting Office reported on July 22, 2010. This widespread adoption of social media by federal agencies raises complex recordkeeping and privacy issues.

According to *Federal Computer Week*, “Web 2.0 technologies, such as wikis and Facebook pages, present problems for federal records managers. Agencies may find it difficult to assess whether public comments on a wiki or a Facebook page are part of the official record and must be present, and how often the comments must be captured. This also contributes to problems in responding to Freedom of Information Act requests, especially with regard to social media sites run by third parties, such as Facebook, Twitter, and YouTube.

*Source: The Washington Policy Brief, September 2010*



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MANAGEMENT REPORT**

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