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Delegation

"Supervisors are not paid for what they can do but for what they can control" (stated Lee Minor, teaching How to Supervise People).

Webster's New World College Dictionary defines delegation as "to entrust (authority, power) to a person acting as one's agent or representative." The first ground rule of delegation is entrusting authority (power) and responsibility. The supervisor's job is to work through other people.

One of the most challenging transitions is from worker (paid for how well you work) to supervisor (paid for how well you work through others). One of your main jobs is developing the people that work for you. The delegation will help develop talent within your workgroup. The effect of some responsibility on people is amazing.

Resistance

Many supervisors resist delegating work to their subordinates. Often, the reason is the supervisor is sure that the employee can't handle the task as well as they can. Other fears might be:

- That they might mess it up and be a bad reflection on the supervisor,
- Loss of control Feel threatened by training a replacement
- It looks bad because other people are doing the `actual' work
- Supervisors often like their job because they like to feel needed (always being the center of attention). Delegation might reduce their position.

On the other hand, subordinates might resist the assignment because they feel as if they are being set up, they are already too busy, and they have learned that it's safer to rely on the supervisor.

What to Delegate

- Routine Tasks
- Time-Consuming Jobs
- Skill Improvement Tasks

DON'T Delegate

- Personnel Tasks
- Job Assignments
- Disciplinary Actions

Supervision is an opportunity to exercise your coaching ability. You are NOT on the court! You try to get the best performance from your team. Supervision is the essence of coaching.

Allow enough emotional space for your people to grow (by making mistakes). Keep yourself from interfering (we know you can do it better). Let them learn as long as they are not in danger (to themselves, you, large batches of product, etc.). It will make them better employees.

An Idea for action: Consider a replacement supervisor role as a training ground for future supervisors when you vacation (or go to seminars). One way management knows you are ready to advance in your career is that there are apparent successors—no successors = no promotion.

The One Minute Manager

The 50-year-old book, One Minute Manager, by K. Blanchard, PHD and S. Johnson, MD. It is still relevant to today's supervisors. The One Minute Manager is one of the most popular self-improvement books for managers.

The rules apply directly to maintenance supervisors. We strongly encourage all maintenance managers to purchase and read this excellent book (it should take less than 1 hour).

Three simple concepts

There are three concepts which are simple and powerful. The issues are productivity, job satisfaction, and the work group's effectiveness. Discuss the goals and ideas with your workgroup first to maximize the effect of The One Minute Manager concepts. Reprint this page for everyone to read and encourage people to read the book (supply some copies). Discuss the concepts so everyone knows what the score is.

1. One-minute goal setting: Make it clear what they are to do. Write the goals out on a single sheet of paper. The total statement should be less than 250 words. The author says, "Feedback is the breakfast of champions." The goals should be written in the first person (using I) and present tense. They should read their goals every morning (should take less than 1 minute).

2. One-minute praising: Catch people doing something right! Look for approximately correct. Remember, feedback is the breakfast of _____. Steps: 1. Tell the person what they did right. 2. Tell the person how that makes you feel. 3. Do it now.

3. One-minute reprimand: This is an opportunity to express your anger and frustration before it can build up and become destructive. The person gets any guilt relieved and knows what is expected. Idea: we are not our behavior. Before you reprimand, be sure you have the facts.

Steps:

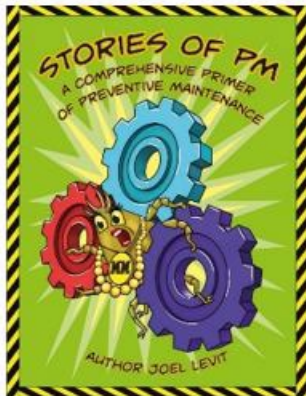
1. Give the reprimand in a private location.
2. Do your fact-finding
3. Be specific, and tell people exactly what their behavior made you angry.
4. Tell them how that behavior made you feel.
5. Allow a pause; ensure the person understands their behavior was the issue, not them.
6. Do it now.

Thoughts on The One Minute Manager Beware: Do you believe you have to be great at it to work? The fact is that it will work if you use it. You will improve over time. The techniques will increase productivity and morale. Remember in your new role, "The better your people look, the better you look." Finally, good productivity is a journey, not a destination.

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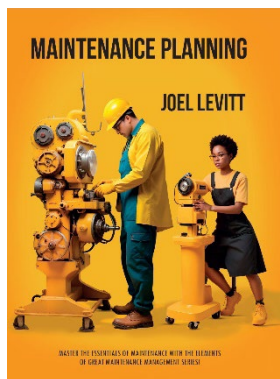
Defect Elimination



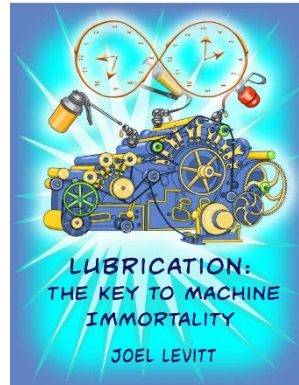
Reliability and fundamentals



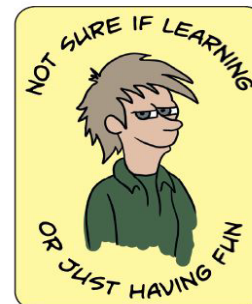
Maintenance quality



Maintenance Planning



Lubrication



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