

## *Walter Hailey's Leadership Lessons*

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### **Lesson #5: Delegate, Empower, Measure, Inspect What You Expect and Have Specific Outcomes.**

As we learned in Leadership Lesson #4, no person is an island. Counting on others is necessary for making your vision a reality. Hailey's Leadership Lesson #5 focuses on delegating, empowering, and overseeing progress toward successful outcomes.

The first part of the lesson tackles delegation. In order to be an effective leader, you must know when to delegate and to whom to delegate. While you might trust your fourteen-year-old with the lawn mower, you might not trust your nine-year-old with the lawn mower. However, your nine-year-old might be great in the kitchen and you would trust him to cook dinner – but perhaps not with a complicated recipe. This metaphor can be used with team members -- each person has her or his individual skills and talents. Understanding and delegating appropriate tasks will improve the likelihood of success.



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Letting go is the hardest part of delegation. Can I really trust him? Will she do an effective job? Questions like these swim around in the heads of leaders considering delegating. Delegation is hard because most of us don't trust one another. The number of Americans who believe that most other people are trustworthy dropped from 55% in 1960 to just above 30% in 2003 – and that number may be even lower now. In other words, the average manager trusts only 3 of 10 team members!

Delegation, then, requires a leap of faith. If you delegate appropriate tasks to appropriate individuals, you will be confident in your decision and success will likely follow. That success makes it easier to trust the next time you need to delegate. The positive cycle is created.

Delegation won't work without empowerment.

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You wouldn't ask your fourteen-year-old to mow without a good mower or your nine-year-old to make dinner without the proper utensils. Think about the "tools" your team members need to complete the tasks you've delegated to them. Tools can be tangible resources (e.g. money) or intangible (e.g. power). Without the correct tools, they are bound to fail.

Ongoing coaching of team members is also critical. Measurement and inspecting outcomes becomes important. Just like you wouldn't send your fourteen year-old out to mow without a mower, you wouldn't send him to do the task without explaining how to mow and how you expect the lawn to look when he is done. On-going coaching is important, especially when the task is new. Measure and inspect what you expect on a regular basis. Once is not enough support for most people.

When you delegate, empower, and follow up, you transform. Transformation occurs in your team because they have increased ownership over the outcome. Transformation occurs in you because you are no longer a leader who simply tells people what to do. You have now become a leader who creates change – in people and your practice.

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With a Masters Degree in communication, Suzanne began her career helping build one of the largest personal development training company's in the world and later became a protégé of the late Walter Hailey. Today, as President and CEO of The Coaching Center (sponsor of the "legendary" Dental Boot Kamp), Suzanne has over 20 years experience consulting and training over 300 different businesses and leads the most qualified case acceptance team in dentistry. Having successfully dealt with every challenge imaginable in the dental office, Suzanne speaks around the country on topics such as Leadership, Case Presentation and Stopping Cancellations and is a keynote speaker at Dental Meetings and Conventions. Her on-stage style, humorous anecdotes and ability to always deliver a relevant and personal message makes her a winning, engaging and unforgettable seminar leader. Suzanne is one of the main faculty for the Dental Boot Kamp Continuum, which has proudly been delivered across the United States and Canada for the last 20 years, graduating over 35,000 dental professionals. Suzanne can be reached at [suzanne@thecoachingcenter.net](mailto:suzanne@thecoachingcenter.net)