



DO BUSINESS FASTER™

Jim's Profit Accelerator 175 Progressive Monkey Delegating

“Have you got the monkey?” is a question about responsibility, not drugs. It's a helpful way to clarify who has the responsibility for a task or a situation. If you're a leader, you're likely greeted daily with an employee who wants to hand you the monkey: “What do you think I should do about this?” The best leaders seldom take the bait, but how to avoid taking it is not so clear.

SPEED BUMP: The monkey should almost never stay with you as leader.

There are progressively more direct ways of handing the monkey back. They are vital in delegating, where the point is to accomplish two things:

1. The other person owns responsibility for the task.
2. The other person knows that they own it.

Here's the situation where you've just been handed the monkey:

1. You've just delegated a task.
2. An employee has asked you how to solve a problem.
3. An employee returns after you've delegated a task to ask you how to solve it.

When this happens, preferably EVERY TIME this happens, stop and hold back the voice inside you that says, “I can do this. It's faster, and I'll do a better job.” EVERY TIME, hand back the monkey, using your choice of the questions below. The point is to change YOUR mind about what you think your job is. As leader, it's to choose the problems to be solved, the person (team) to solve them, and to **hand them the monkey—Immediately!**

SPEED BUMP: The problem in delegating is almost always you, not your employee.

Here are the questions, in order of bluntness. Use the softest one first.

1. How are you thinking about the problem (or task)?
2. What do you think the task is?
3. What do you think the objective is?
4. How are you going to approach solving it?
5. What is the first thing you plan to do when you and I finish here?
6. What are you going to do to solve the problem?
7. What are you going to do now?

8. What is in the way?
9. What would you do?
10. What are you going to do?

Then, as you end the conversation, you can say, “Come back after you’ve started, and we’ll see how we can move it along.”

SPEED BUMP: The best leaders hand most problems to others as early as possible.

One of my clients was a successful construction design engineer. He really knew his stuff, and his reputation showed it. The problem was that as his business grew, he poured more and more of his time into doing what had made him successful, leaving only a little time for what he treasured, such as time with his wife and kids. When he began applying the guidelines above, his life changed!

ACCELERANT: How will you hand back the monkey today?

For more information on how you can accelerate revenues and profits in your business, please call or email me.

A note on **SPEED BUMPS:** Use them to click quickly with an idea that can immediately be implemented in your life as a business leader. Think: “How can I use this today?” or “Who can use this?”

For more information, visit www.grewco.com.

Jim Grew, the Business Defogger and Accelerator, helps leaders discover hidden opportunities within their businesses and exploit them for dramatic results. Jim has led 9 businesses, worked in 31 companies at C-level, and is an expert in strategy and executive leadership. He presents regularly to industry groups, mentors business leaders, and shares insights in his Executive Letter (above). Jim holds BA and MBA degrees from Stanford University. In his new book, *The Other Side of Succession*, he shares how to plan for the future by growing your business now.

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