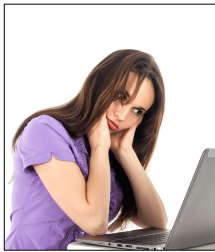


Delegation, Feedback, and Accountability: A Primer on Core Leadership Skills

Jon Lokhorst, CSP, CPA, PCC
54th Annual Virginia
Accounting & Auditing Conference



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***“I’m terrible at
delegation.”***

Yet, delegation creates a
favorable impression of
the leader (per research
by G. Drescher)



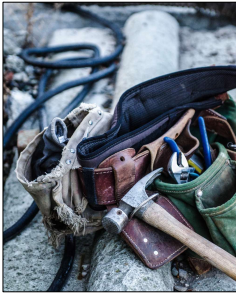
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Jon Lokhorst, CSP, CPA, PCC



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The Leader's Toolbelt



- Delegation
- Feedback
- Accountability

Neglecting these essential skills will limit your leadership

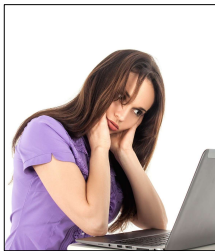


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What is Delegation?

Delegation is providing an individual with the instructions, resources, and expectations needed for him or her to complete a specific task within an assigned timeframe.

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"I'm terrible at delegation."

What makes effective delegation so challenging?



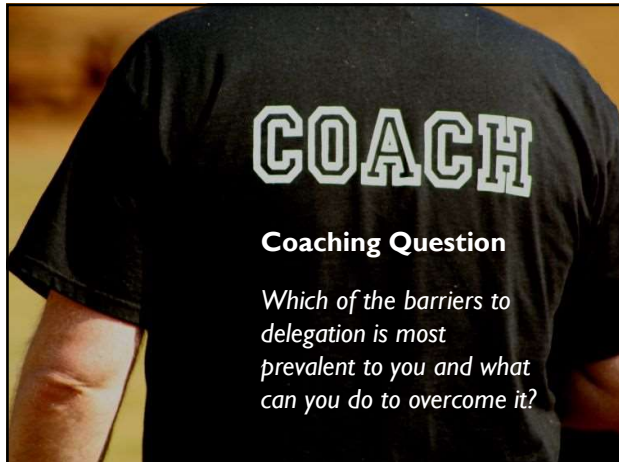
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Barriers to Effective Delegation

- *"I can do it better myself."*
- *"I can do it faster myself."*
- *"I don't have time to teach him/her how to do it."*
- *"I don't want to give up tasks that I enjoy doing myself."*
- *"If I delegate too many tasks, I might not have enough work to do."*

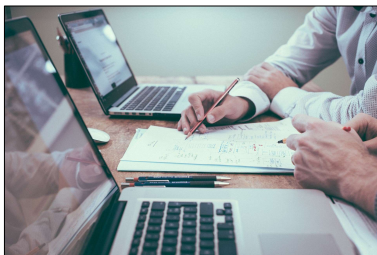


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What are the keys to effective delegation?



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7 Steps to Better Delegation

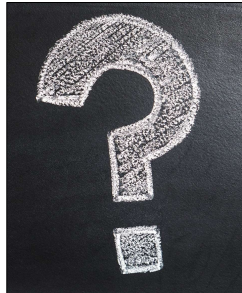
1. Plan ahead.
2. Define the task.
3. Pick the right person.
4. Clarify expectations.
5. Confirm understanding.
6. Offer resources.
7. Follow up on progress.



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More on Picking the Right Person

- Do they have the right knowledge and skills?
- Do they have time to meet any deadlines?
- Are resources available to support them if needed?
- Is this assignment an opportunity for growth and development?



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Trap #3:
**the trap of
upward
delegation**



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How Do You Respond?



***Can I give you
some feedback?***



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How would you rate your effectiveness in providing positive feedback? Corrective feedback?

Least Effective Most Effective



30%

Employees surveyed who received recognition or praise in the prior week.

Gallup Survey of
American Workers



Startling Statistics

72%

Employees who say having managers provide critical feedback is important.

5%

Employees who say their managers provide such feedback.

Overcoming Your Fear of Giving Tough Feedback—HBR



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Challenge Your Thinking

- From creating tension and conflict...to providing opportunities for growth.
- From damaging working relationships...to gaining respect as a leader.
- From micromanaging...to driving important projects to completion.
- From criticizing...to nurturing.
- From causing someone to quit...to setting them up for career success.



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5 Steps to Productive Feedback

1. **Create safety.**
2. **Be positive.**
3. **Be specific.**
4. **Be immediate.**
5. **Be tough, not mean.**

—entrepreneur.com



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Flip the Script:

- *Change feedback from being a push to being a pull.*
- *Model the new approach by seeking feedback on your leadership.*
- *Make obtaining and responding to feedback a cultural norm.*



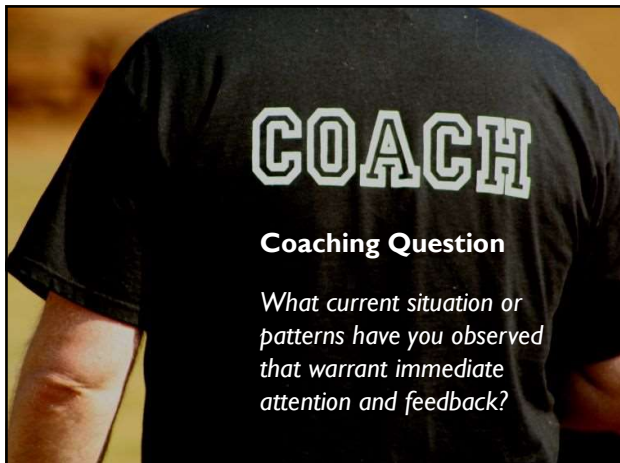
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Feedback Tool: After Action Review**Debrief the Experience:**

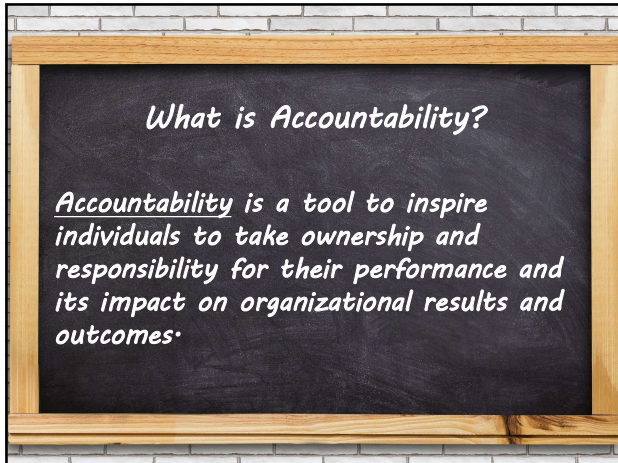
- *What went well?*
- *What could have been done better?*
- *What would you do different next time?*
- *What did you learn about yourself?*



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Holding your team members accountable to their own commitments...

Is more effective than...

Holding them accountable to your expectations.



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Supportive Accountability



Encourage your team member's growth and progress while not letting them off the hook for their commitments and responsibilities.



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Top Takeaways and Action Steps



What is your top takeaway from today's session?

What is your next step to become a better leader?



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**YOUR BEST
LEADERSHIP**

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