



4. Evaluation – I watch you do it  
Once you are confident that they understand and can execute well, then allow them the freedom to complete tasks start to finish but you observe them, offering positive feedback and some corrections as needed. It is important to give lots of encouragement along with corrections; the current ratio is 5 to 1, five positive observations for every corrective one.
5. Delegation – You do it  
At this point, the delegation is complete. Remember a person will become an expert only after they have performed a new skill ten-thousand times so somewhere between 21 attempts and ten-thousand executions is when you can let go.

Once you have completed the 5 stages, you may still want to request verbal updates or written reports, daily, weekly, or monthly to ensure that your standards are being maintained and patients are receiving the best quality care.

There is one additional factor to consider when delegating, the belief that “no one can do it as well as I do!” As hard as it is to believe this is often not true, other perspectives, new methods, and fresh ideas can benefit the situation.

Here are frequent personality types that resist delegation:

**The Perfectionist** – This is the person known for their high quality work. They pride themselves on quality, success and are confident in their abilities. When they delegate and the initial result is not perfect and up to their standard, they resume the duty believing, “it’s faster to do it myself.” This can lead to burn-out for the manager, while creating an under developed and demotivated team. Allowing some, imperfection will lead to a stronger team

**The Micro-Manager** – This person tries to hand-off but can’t seem to stay away from the process. “I delegate but they always need my help.” They are afraid to let the process work itself through and allow they team to learn and grow. This creates a team that lacks drive and initiative knowing the controller will take action. Have confidence in your team, it may take a little longer while they learn but it will be beneficial in the long term.

**The Do as I Doer** – The person thrives on action and results, they make things happen. They feel their value is from their actions, “I can’t ask others to do something I am not willing to do.” They lack confidence in their management abilities. The result of this behavior is the team lacks leadership and direction. Allow the workloads to distribute appropriately, assign duties differently, or realign staffing. The practice will run more smoothly with everyone pulling their weight.

**The Team Player** – Similar to the Do as I Doer, a lack of confidence in leadership ability. “My team is overloaded so I need to take on some of the load.” Again, allow the workloads to distribute appropriately, assign duties differently, or realign staffing. The practice will benefit from staffing appropriately.

So in addition to delegating you will need to resist your personal temptation to do it all.

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