

## MODULE SIX



WORK *Smarter*  
FOR GREATER  
IMPACT

*Delegate*

Streamline

Automate

“Being a leader who makes an impact is our goal. Just don’t confuse ‘impact’ with volume of work – they are two different, and largely unrelated, concepts.”

*Angela Koning*

It’s time to reignite your passion for your role. Are you ready?

One thing I know for sure is that you can’t feel purposeful, challenged and lit up when you’re weighed down by low-level administrivia, that doesn’t meaningfully contribute to the impact of your role.

The opportunities we so often miss, when we fail to deal effectively with this low-level work, include:

- The relief we feel when we simply stop doing low-value work, that doesn’t directly contribute to bottom-line impact;
- The gift of sharing responsibility, and developing the capability of your team through delegation;
- The smart wins from streamlining workflows that have become overly manual or onerous;
- The satisfaction of automating workflows that are truly essential and value-adding, but which can be executed more efficiently with the help of technology.

Feeling lit up in your role is quite often such a distant memory, that most leaders will simply give up on feeling truly inspired at work. Not us. Not Lit Leaders.

Not only is that beneath our capabilities, but once we’ve tasted feeling passionate about our roles again, it will be difficult to settle for anything less.

So why don't more leaders take action to resolve the low-level work? Here's some common excuses:

1

My boss won't like me working this way.

Trust me, your boss wants the biggest bang from your salary buck possible. Prove that you're working more efficiently and creating a greater positive impact, and you're home and hosed with your new way of working.

2

We're scared that our role won't be as full or valued if we create headspace for higher-value work by ditching lower value adminstrivia. It doesn't look like we're producing 'as much' work.

This is a step up in maturity for most leaders. Higher value work doesn't equal higher volume work – they are two very different things. Learn to hold yourself in the frame of a leader who values quality, impactful outcomes, rather than a junior administrator who values ticking off a daily to-do list full of administrative churn.

3

We aren't confident with our approach to the high value work, it's been so long since we've robustly engaged with it – if we've had exposure to it at all – so we avoid it by burying ourselves in the more 'doable' low level churn.

It's time to learn the skills of strategic thinking, project scoping and execution, stakeholder engagement and what 'delivery' looks like at this level. Welcome to your next level stretch challenge.

It's time to generate the courage to take responsibility for your own workload. To gift your team with opportunities to work more efficiently, to take more responsibility, to learn and grow under your tutelage. And to relieve you of all of activities which aren't necessary, or can be done more efficiently.

If that's not great leadership, then I ask you... What is?

Let's get focussed on impact, not on  
volume of work.

Ready?

JUST.... *Stop* IT.

At the risk of bad taste (now I have your attention, right?!) I will offer this short YouTube skit from Bob Newhart, aptly named "STOP IT!":

<https://www.youtube.com/watch?v=Ow0lr63y4Mw>







Seriously, though.

Take a look at your list of activities racked and stack from high value to low value. See that crowded mess at the low-value end of your role? Challenge yourself, right here and now.

What can you simply STOP DOING?

Yes, it might require a conversation with your boss, or a stakeholder who has come to expect this product of 'work'.

## REFLECTION

What can you STOP DOING from your current role, and who do you need to discuss this with?

STOP DOING	STAKEHOLDER CONVERSATIONS REQUIRED

# DELEGATION IS A *Gift*

After we've made some easy decisions about what we can stop doing, it's time to think about what we can delegate from our role to our team.

Here are some questions for you to consider:

1. When I delegate, the responsibility for doing the work goes to the team member, but I **retain the accountability** for guiding and developing them towards the end result. With this in mind, **what am I comfortable to delegate?**
2. **What activities within my role require back up?** (i.e. someone else should be able to do these things in your absence)? Think about if you'd ever like to take leave, get promoted, go on secondment or take up a project – what are the critical activities within your role that you should have a team member ready to perform?
3. **What are the talents and interests of each of my team members?** Are there things on my list that they'd love to be more involved with, or could be developmental for them?
4. **Who is my 'talent'?** How can I share some significant responsibility from my role, so they can learn, grow, contribute more and become ready for promotion?
5. **What activities can I delegate?** What can I wholly, partially, or perhaps increasingly, delegate responsibility over time.?
6. **What conversations do I need to have** with my team to communicate my good intent around the delegated work coming their way?

“Never apologise for sharing responsibility and developing your team. Gift wrap it, put a bow on it, and offer it as the true gift it is.

Angela Koning

# REFLECTION

What will I delegate? To whom? Will I delegate the activities wholly, partially or increasingly over time as they develop?

ACTIVITY TO DELEGATE	TO WHOM?	WHOLLY, PARTIALY, INCREASE RESPONSIBILITY OVER TIME?	NEXT STEPS

## What clients are saying



I was really busy doing a whole bunch of stuff and solving a whole bunch of people's problems. This coaching journey allowed me to clearly see what wasn't working and gave me the ability to move into the space that I wanted to be moving into, which was operating at the right level.

**Dave Warman, Head of Trading and Analytics  
Energy Sector**

# STREAMLINE AND *Automate*

It's important to streamline first, before we consider automation. Not only might it not be necessary to automate the workflow, nobody wants to automate an overly onerous process that could be done more simply to being with.

Also consider that automation requires time and money. It's an investment. So only consider automation for key workflows that actually contribute to bottom-line performance. Otherwise, you could be over investing in a process which doesn't deliver substantial returns.

Finally, please don't do the thinking about streamlining or automation alone. Consultation with key stakeholders is essential to:

- Identify, assess and bust myths about what is done and why, how regularly it's required, and just how much value it adds;
- It allows the people who interact with this process/activity to come with you on the conceptual journey about how we can work more smartly together;
- Make sure you cover all bases about how the workflow is performed – two (or more) heads are certainly better than one in this case.

## REFLECTION

What activities or processes seem overly onerous, that could be streamlined? Create a process map for each activity, and consult your key stakeholders on how the workflow could be performed more efficiently.

PROCESS/ACTIVITY	KEY STAKEHOLDERS TO BE CONSULTED	OPPORTUNITIES FOR STREAMLINING / AUTOMATION





It's time to work smarter, so that you can separate the ideas of high volume, busy-work from work that actually adds value and creates impact.

This is the work of leadership. It's our work. And it's TIME.

I'd love to hear about the efficiencies and wins you can create with your team. Genuinely, I want to hear your experience – drop me a line: [angela@equenti.com](mailto:angela@equenti.com)



BE ACCOUNTABLE  
FOR HOW YOU SPEND  
NOT ONLY YOUR TIME  
AND ENERGY, BUT  
THAT OF YOUR TEAM.

ANGELA KONING

