

A woman with dark hair and glasses is looking down at a document she is holding. She is wearing a light-colored t-shirt and holding a red coffee cup. The background is blurred, suggesting an office or library setting. The image has a dark blue overlay.

How to Delegate and Achieve Company Goals

THE ART OF 
TEAM LEADERSHIP

Ever wonder how to get your team to deliver more?

It's easy to think the only way to get them to produce more is to micromanage them, silently fume, or even start over again with a new team.

What if there's a better, easier way?

Setting goals as an organization and with your team is critically important. Everyone knows that. The problem is there are so many different goal-setting methodologies out there, it's easy to get lost on the right approach. The problem often isn't goal setting—it's deeper. It's holding people accountable to the goals you've set. That's where most leaders falter.

When you fall short on accountability, so does your team.

Not only does accountability affect your ability to reach goals, it also has an impact on general productivity and even on culture. When you don't hold your team accountable, nothing gets done. Yet, when you jump in and take over (read: micromanage), that's just as demotivating for your team as leaving them unguided.

The key to managing a team that hits goals is simple: manage the results, not the process.

In other words, have clarity and accountability around goals and objectives, then give your team freedom on how to achieve those results.

Sure, you'll be involved along the way, but all of this will take far less of your time and you'll see far better results.

To break it down into one sentence: Establish real accountability on what your team is supposed to do, and give them freedom on how to do it.

So you're probably asking, how do you manage those outcomes? You take the position of an empowerer since the responsibility is now on the team to achieve the goal.

Ask questions like:

- **“Tell me about the progress you're making.”**
- **“What can I do to help?”**
- **“What's standing in the way of you accomplishing your goals?”**
- **“What can I/we do to remove those obstacles?”**

The best performers on your team want ownership and they want responsibility. When you start asking them how the goal is going and what you can do to help them, they'll buy in more deeply.

To simplify this even more, here's a five-step process you can use to figure out what you should actually be managing and what you shouldn't. Take some time to think about it, and challenge yourself with letting go of what doesn't really matter, giving your team some freedom.

Step 1

Select the specific staff member you'd like to begin with (hint: choose someone who's naturally easy to work with to get some wins under your belt).

Step 2

List the results that really matter for them to succeed in their work. Examples:

- Key objectives
- Specific goals
- Measurable progress milestones
- Growth targets
- Customer or client satisfaction ratings
- Social media reach or engagement metrics
- Revenue/sales/donor goals

Step 3

Make a list of the processes that aren't really important. Examples:

- Workday start and finish times
- Length of lunch hour
- The number of sales calls it takes to hit a revenue goal
- Working from home/coffee shop vs. working from the office

Step 4

Meet with that team member to agree on the results you'll be working toward, the deadlines for each, and the freedom they have to achieve them. Set up regular check-in meetings (for accountability) along the way.

Step 5

Check in regularly and use this simple five-question framework for your one-on-one meetings:

Start on a personal level:

1. "How are you doing?"
2. "Is there anything I can do to help you?"

Shift to work:

3. "What are you working on right now?"
4. "What obstacles are you facing?"
5. "Is there anything I can do to help you accomplish the goals we set?"

Example Case

Step 1

Select your social media manager.

Step 2

List the Result(s): Gain 1,000 followers on Instagram.

Step 3

Identify what doesn't matter: Start/finish times in work day, exact work location/how many times they're posting, the wording of each post, how they're cross promoting platforms, ads that are running

Step 4

Agree on the objectives:

“Hey _____, I'd love for you to tackle growth on our Instagram account. Are you up for that?”

“What do you think about growing our Instagram by 1,000 followers in the next three months? Is that possible?”

Step 5

Check in: Set up weekly meetings and master the dynamics of effective one-on-one meetings by running through those five questions.

This will make a world of difference for you and your team. You'll get the results you were hoping for, your team will engage far more deeply, and you'll have more time as a leader to think, strategize, and... *lead*.

Now you know the difference between managing results and managing process.