

Empower to Lead: Master Delegation for Effective Leadership

**Beryl Cuckney
4 September 2024**



Stop being heroic!

Our organisations are LIVING, full of people who are brilliant, who come to work wanting to have a great day and make a difference to their co-workers, their company and the community.

So how can we as leaders ensure that each of us allows this to happen?

- ✓ You will discover how it is that we can get in the way and become a blockage.
- ✓ You will realise the path to indispensability is a risk that no business should let you take.
- ✓ Most importantly you can press the reset button, and start to make leadership choices that let others do the heroics

Organisations are alive

Keep in your lane, but work as a team

Protect the “right first time” environment

Choose your impact and unlock others

Organisations are alive



ABILITY

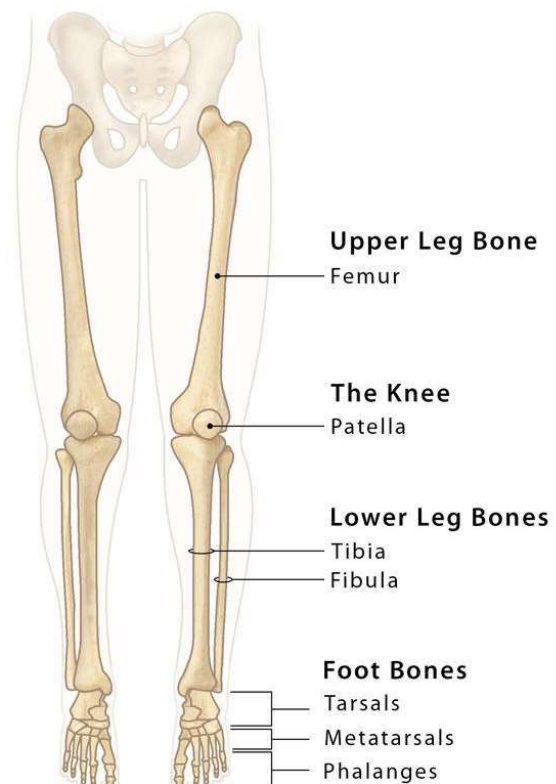


MOTIVATION

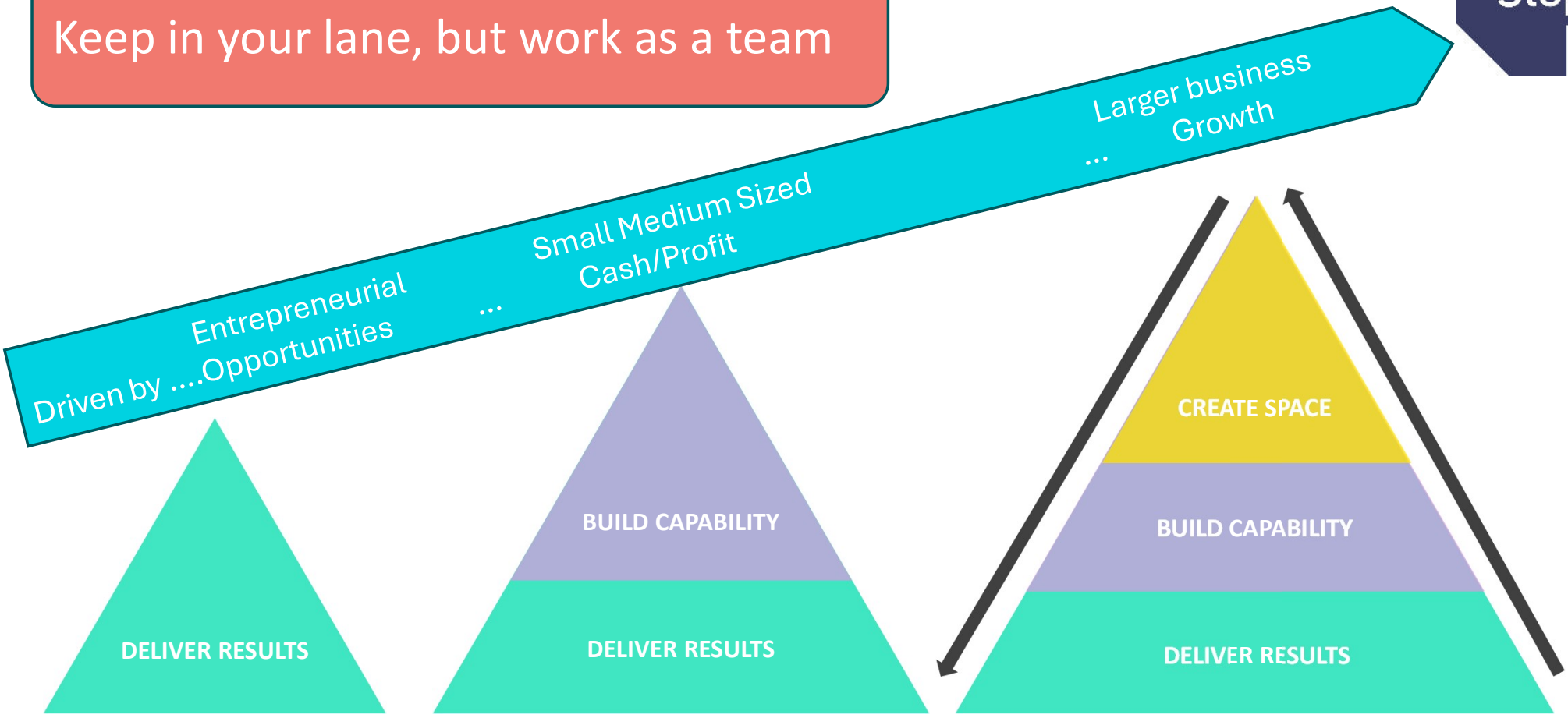


OPPORTUNITY
to contribute to business success

Keep in your lane, but work as a team



Keep in your lane, but work as a team



Protect the “right first time” environment



DRIVE
PRODUCTIVITY
Right first time

GENERAL
MANAGER

Sets KPIs and
processes

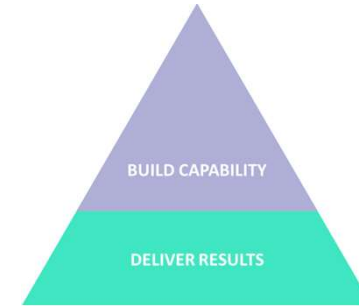
TEAM LEADERS

- Deliver orders to process
- Reveal problems

GENERAL
MANAGER

- Financial results
- Solves problems

Protect the “right first time” environment



BUILD
CAPABILITY

FUNCTIONAL
LEADS (FLs)

IT, HR, EHS,
QUALITY,
SUPPLY CHAIN,
SALES,
MARKETING,
FINANCE

OPERATIONAL
MANAGER

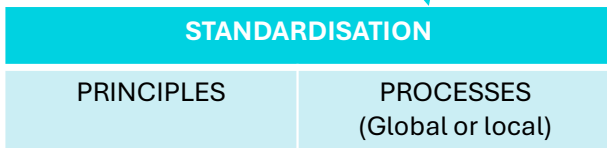
1. Benchmark and establish best practice
2. Create and update relevant processes
3. Hold General Managers to account to deliver results
4. Create environment to deliver financial results
5. Project Manage longer term change without affecting “Right first time” environment

Continuous Improvement

DRIVE
PRODUCTIVITY
Right first time

GENERAL
MANAGERS

Agree KPIs



TEAM LEADERS

1. Deliver orders to process
2. Reveal problems

GENERAL
MANAGERS

1. Daily results
2. Escalate & solve problems

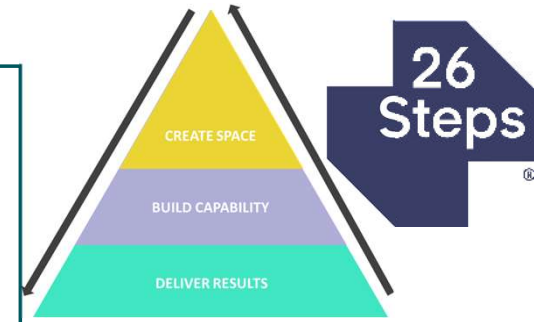
Protect the “right first time” environment

CREATE SPACE

BOARD

CEO/CFO/COO

- Respond to board requirements
- Corporate governance
- Optimise a sustainable culture and organisation
- Risk management & business continuity



Transformation Conversations

FUNCTIONAL LEADS (FLs)

BUILD CAPABILITY

IT, HR, EHS, QUALITY, SUPPLY CHAIN, SALES, MARKETING, FINANCE

OPERATIONS MANAGERS

- Benchmark and establish best practice
- Create and update relevant processes
- Hold GMs to account to deliver
- Create environment to deliver Board results
- Project Manage longer term change without affecting RFT

Continuous Improvement

GENERAL MANAGERS

DRIVE PRODUCTIVITY
Right first time

Agree KPIs with FLs

STANDARDISATION

PRINCIPLES

PROCESSES
(Global or local)

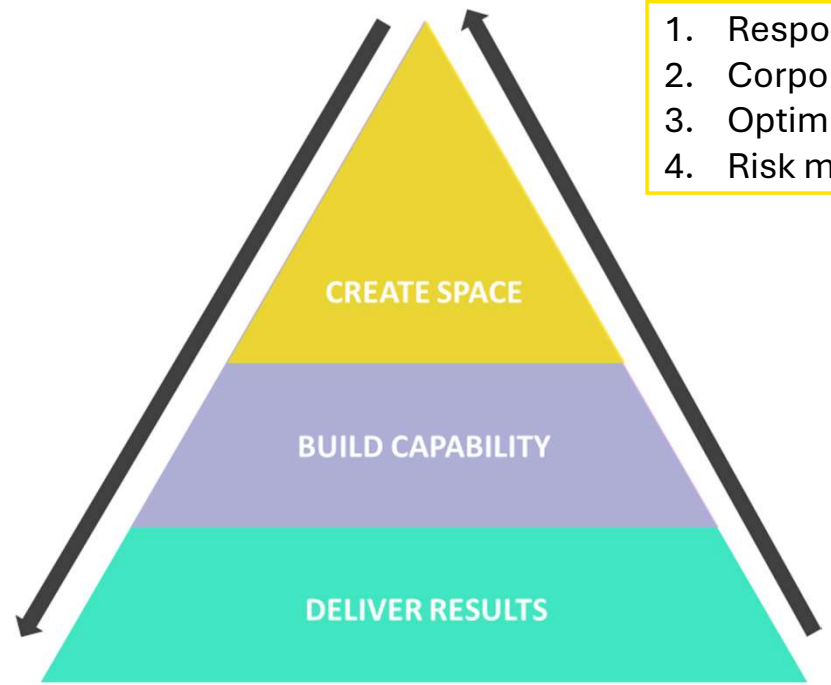
TEAM LEADERS

- Deliver orders to process
- Reveal problems

GENERAL MANAGERS

- Daily results
- Escalate
- Solve problems

Choose your impact and unlock others



1. Respond to Board Requirements
2. Corporate Governance
3. Optimise a sustainable culture and organisation
4. Risk management & business continuity

1. Benchmark and establish best practice
2. Create and update relevant processes
3. Hold GMs to account to deliver
4. Create environment to deliver Board results
5. Project Manage longer term change without affecting RFT

Set/Agree KPIs

1. Deliver orders to process
2. Reveal problems

1. Daily results
2. Escalate & Solve problems



Stop being heroic! – next steps

Our organisations are LIVING, full of people who are brilliant, who come to work wanting to have a great day and make a difference to their co-workers, their company and the community.

How will you, as a privileged leader, ensure that you continue to let your people and business thrive?

- ✓ Review and clear the blockages I am creating
- ✓ Delegate so that my indispensability is no longer a risk to the business
- ✓ Press the reset button, and start to make leadership choices that let others do the heroics

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We'd love to hear from you...



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Next Year's
date
9 – 13 June
2025

