

ASK ELI



Learn. Lead. Transform. Emerging Leaders Institute

Step 1

Navigate to the Ask Eli link on the home page and click on the link.

Step 2

Fill out the demographic information (we follow strict privacy and confidentiality protocol.)

Step 3

State the dilemma or issue with which you want leadership or organizational culture help and submit it.

Ask Eli

The place to go for practical advice on how to deal with your most challenging leadership and organizational culture dilemmas.



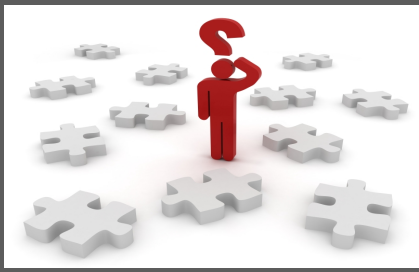
Need answers to a question you had regarding a leadership issue or organizational culture issue? Look no further.

Ask Eli is a new service at Emerging Leaders Institute that will allow you to get prompt answers to your questions. Just follow the link to our Ask Eli portal and you are on your way.

After you fill out the information we need to contact you (***We strictly adhere to confidentiality guidelines,***) and give us a description of your dilemma, we will promptly respond with an email that will have practical advice with some actions you can take to help you and your organization.

You can get to Ask Eli by navigating to <http://eli-leader.com/askeli.htm>

The last thing that will happen is Emerging Leaders Institute will take your question and answer, redact any identifying markers or tags and publish it on its blog site. This helps others who have had the same questions to find prompt answers. All measures will be taken to guarantee anonymity.



Example of a question and typical answer

(Note: no names or specific markers are used that could identify the person or the company they work for)

I have trouble delegating projects to people. I tend to yank them back when times get hard. I don't mean to do this. I just can't seem to resist sometimes. I always end up feeling like I could do it better myself.

The struggle in effective delegation is a common one for leaders. I will address two things in this response: One, a practical how to guide on delegation that covers the tactical nuts and bolts, and a deeper dive into the real reasons people have trouble delegating. The deeper dive first. Have you ever asked yourself why you feel the urge to yank back control? One common reason for this Yo-Yo effect is that people truly do want to release power and authority but they have a deeper stronger need to feel (fill in the blank) maybe the need to be in control, or not humiliated by a project failure etc. When you give away power to someone (i.e. give them the power to make a decision) you do give up some control. There are other benefits to delegating that should be looked at. The other benefits such as developing others around you and being able to get more done because of division of labor far outweigh the downsides to delegating. We cannot be leaders if we don't learn to get work done through other people. A leader/manager's job is to help coordinate work so that more can be accomplished through the whole and not as a collection of individual contributors.

One place to look for a culprit to the Yo-Yo effect is you. What deeper commitment is at play in your life that keeps you from letting go of that control? We [leaders] need to identify this deeper need to get any traction on delegating. Once you identify the deeper commitment, one has to ask what do you believe deep down about that commitment. For example, you may identify the need to not be humiliated as a competing commitment that you hold that is stronger than the commitment to release power to someone else (delegate).

Next, you need to ask yourself where did I learn that this commitment to not be humiliated? Where did that come from? Is that always true? From there we need to find ways to modestly test whether that commitment is always true and can we find data that proves otherwise. Once we can prove that it is not always true, we can continue to look for more data (examples) of when that is not true in our lives. Are there examples of times when we did give up control or delegate something that did go well, or where the person exceeded expectations? In actuality, we need to prove to ourselves that the opposite of what we have previously assumed as true is not always true. We need to be aware that sometimes we were "throwing the baby out with the bath water."

Now onto some sure fire tips on how to effectively delegate to subordinates. First you need to clearly know the picture of what you want done. You need to be able to clearly articulate the end goal. So often a leader will not take the time to slow down to vividly and clearly paint a picture of what the vision of success is. Be specific on what you want, don't just say, "I want a report on XYZ." Explain to them what you expect on the report in detail. The more detail you give the better the end product.

Next you need to set goals on when you want the project done by. Don't leave it out there with a nebulous completion date. Get a firm commitment on when you could expect the project completed.

Finally, you need to follow-up with that person to see how they are doing with the project and give them permission to ask you any questions they need to move the project forward. Give them the no "dumb" questions speech -- There are no "dumb questions" just "dumb people" who are afraid to ask them. Invite them to ask you questions. A thirty-second exchange could give them the guidance they need to complete the project successfully -- You can spare thirty seconds can't you?

For an even deeper dive on making traction on developmental goals check out this book:

Immunity to Change by Kegan & Lahey.



Example of a question that Eli will not respond to

Some questions are outside our realm of expertise or border on legal issues that we will not answer

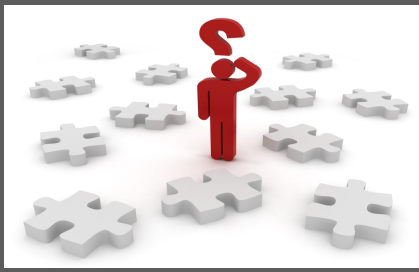
Occasionally people write questions that are outside our area of expertise or are very sensitive in nature.

We will defer answering questions about subjects such as but not limited to the following:

- I feel like I am being harassed by my boss
- I think I have been discriminated against
- OSHA safety compliance questions
- EPA environmental compliance questions
- Safety compliance questions
- Compensation or benefits questions or
- Any question that may have legal implications such as those named above

This will be our typical response back to those questions:

“Unfortunately our expertise is not in this area of Human Resources. We are not able to offer you consultation in this matter. A common approach is to contact an HR representative within one's organization to understand the policies and procedures around said issue.”



Legal Disclaimer and Privacy Notice

The reply to any submission would have not identifiable markers or tags that could link them back to the sender. Much like a Dear Abbey column.

Effective Date: May 15, 2010

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We have provided many interesting internet links to other on-line resources. We are not sponsored by or associated with any particular link unless specifically stated. Furthermore, providing a link does not imply endorsement of the linked entity and we do not guarantee the accuracy of any information contained in any link.

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When you register on the Site, we may require that you provide certain personally identifiable information which may include, but is not necessarily limited to:

- first and last name,
- organization;
- telephone number; and
- email address.

We may also request other personally identifiable information, which you may choose whether or not to provide which is treated in the same manner as all other personally identifiable information under this privacy policy.

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We reserve the right to release current or past user information:

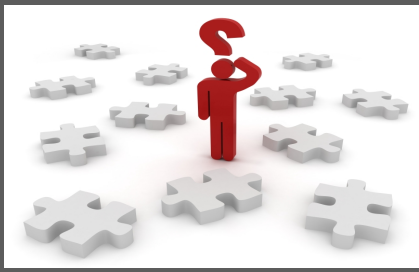
- (a) In the event that we believe that the Sites are being or have been used to commit unlawful acts;
- (b) Upon receipt of a properly authorized and authenticated governmental request for information;
- (c) In response to a subpoena or a court order,
- (d) To comply with relevant laws;
- (e) In response to an investigation of fraud or other wrongdoing regarding a specific consumer;
- (f) In an effort to safeguard the person or property of a The Firm employee or a third party; or
- (g) If The Firm is sold or acquired.

Moreover, you hereby consent to disclosure of any record or communication to any third party when The Firm, in its sole discretion, determines the disclosure to be appropriate including, without limitation, sharing your e-mail address with other third parties for suppression purposes in compliance with the CAN-SPAM Act of 2003, as amended from time to time.

If you no longer wish to receive emails from us which you have not specifically initiated, you may opt-out of receiving these communications by following the instructions contained in the applicable e-mail. The Firm processes all unsubscribe requests in a prompt fashion.

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Although The Firm does not release your personally identifiable information to the public and The Firm makes a reasonable good faith effort to store your personally identifiable information in a secure operating environment, we cannot guarantee 100% security of such information due to factors beyond our control.

Access or Questions:

If you have any questions about our privacy policy or wish to review or revise the personally identifiable information that The Firm has collected about you, you may send a written request to: Emerging Leaders Institute LLC, 4406 West Sixth Avenue, Beaver Falls PA 15010

The Firm may take reasonable steps to confirm your identity prior to supplying any personally identifiable information to you in order to prevent identity theft.

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By using The Firm websites, you hereby agree to this Privacy Policy in its entirety. The Firm reserves the right, in its sole discretion, to change, modify, add and/or remove portions of this Privacy Policy at any time.

All Privacy Policy changes will take effect immediately upon their posting on the Sites. Please check this page periodically for any changes. Your continued use of the Sites and/or failure to opt-out of emails sent to you following the posting of changes to this Privacy Policy constitutes your acceptance of any and all changes.