

Delegation

1. Change your mindset – from doing to managing
2. Determine what to delegate, and who to delegate it to
 - a. What tasks hamper me from working on high-level projects that only I can carry out?
 - b. Which tasks could be learning opportunities for my team?
 - c. What pieces of a project might leverage someone else's strengths?
3. Clearly communicate task/project – clarify roles & next steps
 - a. Schedule 1-2-1 with team member
 - b. Give your team member time to process information
 - c. Establish roles and a timeline
4. Celebrate progress and provide feedback
5. Review and reflect

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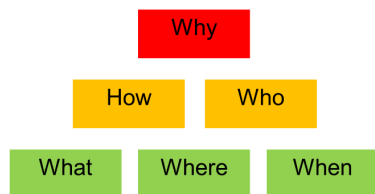
Difficult conversations

1. Preparation – be mindful and cultivate empathy
2. Navigate emotions – stay composed, validate feelings
3. Active listening – listen with intent, seek clarification
4. Choose your words wisely – present solutions positively
5. Find common ground – identify shared goals; highlight mutual benefits
6. Manage expectations – be realistic; clarify responsibilities
7. Focus on solutions – adopt problem-solving mindset; foster collaborative brainstorming
8. Follow-up – reflect and improve

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Great conversations

3 Rs – REPEAT (words); REPHRASE (sentiment); REFLECT (feelings)



3 Cs...

Show you CARE
Be COMMITTED
Be CURIOUS

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What's the employee need??

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00. How satisfied are you with your company as a place to work?
1. I know what is expected of me at work. **FOCUS ME**
2. I have the materials and equipment I need to do my work right. **FREE ME FROM UNNECESSARY STRESS**
3. At work, I have the opportunity to do what I do best every day. **KNOW ME**
4. In the last seven days, I have received recognition or praise for doing good work. **HELP ME SEE MY VALUE**
5. My supervisor, or someone at work, seems to care about me as a person. **CARE ABOUT ME**
6. There is someone at work who encourages my development. **HELP ME GROW**
7. At work, my opinions seem to count. **HEAR ME**
8. The mission or purpose of my company makes me feel my job is important. **HELP ME SEE MY IMPORTANCE**
9. My associates or fellow employees are committed to doing quality work. **HELP ME FEEL PROUD**
10. I have a best friend at work. **HELP ME BUILD MUTUAL TRUST**
11. In the last six months, someone at work has talked to me about my progress. **HELP ME REVIEW MY CONTRIBUTIONS**
12. This last year, I have had opportunities at work to learn and grow. **CHALLENGE ME**