

# Delegation

Good

vs

Poor

Saves you time  
Develops your people  
Supports succession  
Motivates

Causes you frustration  
Confuses the other person  
Fails to achieve the task or purpose  
Demotivates

When to delegate:  
questions to consider

Is it critical that I do this task?  
Is there someone else with the necessary information or expertise?  
Does this task provide a development opportunity?  
Will this task recur?  
Do I have time to explain the task and provide adequate support?

**Delegate objectives, not tasks**

*It is the end result that is important. By giving others the challenge of achieving a goal rather than doing a series of tasks you will increase their commitment and creativity.*

**Delegate important Issues**

*The objective you delegate should have meaning for the person concerned. It should help them move forward to achieve their own objectives in a way that is aligned with their values and principles.*

**Record and review**

*Keep a record of what has been delegated to each person and follow this up regularly. Frequent informal reviews are very effective as reminders and show the person that the work is important.*

**Provide support and challenge**

*If you try to delegate without the appropriate level of support and challenge then you are avoiding taking full responsibility. Consider how much coaching, encouragement and advice is necessary for each piece of work you delegate.*

**Delegate to develop**

*Use delegation as a means of developing the skills of the individuals in your team as well as simply 'getting the job done'. This will increase the payback from one activity.*



Delegate the right jobs to the most appropriate staff members.



Have a good relationship with your team, know each individual's strengths, skills and areas for development and be able to coach when necessary.



Delegation is about giving someone responsibility not accountability and is a key skill for any leader.



Encouraging members of your team to decide how they will achieve a task will develop them and release time within your working week for you to focus on your key objectives.

### How to delegate

- Give clear, precise instructions
- Define responsibility and authority and back staff up if necessary
- Be fair and consistent
- Be realistic and allow sufficient time
- Try to delegate whole tasks so staff can see a project through
- Follow up and monitor but don't micromanage or hover
- Learn to live with work that is not done in the way you would have done it

### Making requests assertively

- You have a right to ask
- Make eye contact, use a steady voice
- Ask directly and be specific
- Don't drop hints or beat about the bush
- Don't apologise for or justify your request
- Don't give people a choice unless you mean to e.g. 'I'd like you to...' not 'Could I ask you to...'
- Remember, people resent emotional blackmail

### Points to consider

- What are the experience knowledge and skills of the individual as they apply to this task?
  - Do they already have the capability?
  - Is any further training required?
- What is the individual's work style?
  - How independent are they?
  - What do they want from their job?
  - What are their interests?
- What is their current workload?
  - Do they have the capacity to do this task?
  - Will I need to adjust their or others' priorities?

### When things go wrong, ask yourself

- Were my instructions clear?
- Did I set appropriate expectations?
- Was the request reasonable?
- Remember you are delegating not abdicating
- If a request is refused is it *Can't* or *Won't*? (capability vs. disciplinary)