

The Basics of Delegation

The Five Stages of Effective Delegation

1. Planning

- Who would be best for the job?
- How should the job be assigned to the person?
- When should the job be done; will it fit into people's schedules?
- What priority does the job have?

2. Explaining

- Describe the big picture
- State the time frame
- Ensure understanding
- Identify areas of leeway, as well as specifying what authority you retain

3. Training

- Necessary only if new skills are involved
- Tell, Do, Watch

4. Supporting

- Remain available
- Periodically ask if your help is needed
- Inform other staff members that duties have been delegated
- Provide resources, time, staffing, information

5. Reviewing

- Monitor while ongoing
- Identify successes and failures
- Reward, thank, praise, advise, reprimand, or suggest as appropriate

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Common Pitfalls

- Lack of necessary support
- Looking over shoulder
- Not providing enough leeway / autonomy
- Not taking into account other work, disruptions to schedules, etc.
- Insufficient preparation
- Allowing upward delegation
- Turf and territory
- The know-it-all

Five Fears of Delegation

1. "I won't be in control."
2. "They won't do jobs as well as I do."
3. "They might do jobs better than I do and get promoted above me."
4. "I won't have anything left to do."
5. "They will get mad about having extra work to do."

Communication

- Be Specific!
- Double check to ensure you've been understood.
- Ask how the assignment will affect employee's other responsibilities
- Ask what support the employee will need to accomplish the task.