GUIDE FOR
EFFECTIVE DELEGATION

Delegation is a key to helping people work together, and proper delegation can help your team achieve extraordinary results. It is a great way to ensure that more work is done in less time. Effective delegation allows employees to learn, grow and be more capable. It allows supervisors to be more productive by focusing on what they are paid to do – getting work done through others.

REASONS WHY MANAGERS DO NOT DELEGATE…

- They believe that employees can't do the job or make decisions as well as they can.
- They believe it takes less time to do the task if they do it.
- They have lack of trust in the employee's motivation and commitment to quality.
- They are afraid they will become less valuable to the company.
- They enjoy doing the work and would rather do it.
- They feel guilty for giving more work to an already busy employee.
- They don't want to risk losing control of the situation or outcome.
- They don't want to risk giving authority to subordinates in case of failure.

STOP DOING… START MANAGING

Don't just delegate the things you don't want to do.

Delegation shouldn't feel like dirty work. That's why you should delegate fun, interesting, and noteworthy projects or tasks in addition to minor ones. Make sure the project or task doesn't include confidential information. Use delegation as a growth opportunity for the employee to improve their skill sets. You don't have to do all of the work yourself in order to have a sense of ownership. Sharing tasks will encourage others to become more engaged and feel a great sense of ownership, as well.

Be aware of your team's strengths and weaknesses before deciding whom to delegate.

Selecting the right employee is an important part of successful delegation. In selecting this employee, determine the following:

- Who has the appropriate experience and skills?
- Who is willing to accept the responsibility?
- Who needs to know how to perform this responsibility?
- Who would enjoy this responsibility?

Create a buffer for mistakes and learning.

Delegation and mistake-making go hand-in-hand. It's simply a part of learning. However, to be an effective delegator, it's important to create a buffer for mistakes. This means that you give ample time before something is actually due, and you don't delegate something that the entire organization's welfare depends on. Give your employees small projects and slowly build up their level of responsibility as they prove to you their ability to learn from mistakes.

Assign, Confirm Understanding and Confirm Commitment

- Assign – Successful delegation includes explaining the project/task and what is expected. The most important component is being clear about the desired results.
- Confirm Understanding – The best way to confirm understanding is to have the employee paraphrase the project/task expectations in their own words. You should also ask questions confirming their understanding as well as allowing them the opportunity to ask questions.
- Confirm Commitment – Ask for a verbal commitment to the assigned responsibilities, expected results, and that their overall goals are the same as yours. Also, share any consequences that may result if they fail to deliver in the time-frame agreed upon.

Monitor progress, but avoid micromanaging.

Proper delegation is an ongoing process. Rather than delegating a project and forgetting about it, you'll want to follow up on delegated projects and check in as needed. Ask: *How is it going? How can I help?* Give employees an opportunity to express both their concerns and their successes, but do your best not to micromanage them. Don't wait until something is due to follow-up. If it is a large project, set up timely intervals to follow-up and check progress.

Provide ongoing feedback, and give plenty of positive reinforcement and coaching when needed.

Once the project/task is complete, be sure to give feedback. If they handled it improperly, let them know how they can improve next time. Also, ask them what they thought of your assignment and instructions. This feedback will help you improve your delegation process.

If they did a great job, provide immediate praise and recognize them by sharing with your supervisor and others on the management team.

Be willing to reset priorities.

As a delegator, it's your responsibility to be flexible. If another project requires completion before one already scheduled, so be it. If your delegated project ends up taking longer than expected, you need to accept that too. Stay levelheaded and maintain an open line of communication.