

The Art of Delegation

Benefits of delegation

- Gives more time for important tasks
- Can increase staff motivation
- Increases productivity and job interest for your team
- Increases the range of skills in your team
- Allows you to be more effective
- Increases your chance of promotion

Why people don't delegate

- Lack of trust in others
- Fear of losing control of task and outcome
- Fear of diluting my authority
- I'm the only one with all the information
- I can do it quicker myself
- Others are too busy
- Others don't see the bigger picture
- I may lose recognition for a job well done
- Delegation decreases my flexibility

Ask yourself...

- What tasks should I not be doing?
- What tasks do I wish I did not have to do that I could delegate to someone else?
- What tasks could I handle with a lot less oversight?

What to delegate

- Aspects of work that no longer have relevance to your current managerial functions
- Information gathering
- Recurring routine decision-making
- Time consuming but unimportant work
- Jobs you are least qualified to handle
- Future job responsibilities

Steps in delegation

- Advance planning
- Select the appropriate people and rate their suitability
- Define the task
- Explain your expectations
- Provide sufficient explanation and training
- Give people time to become familiar with it
- If complex, break up the tasks
- Give constructive feedback
- Identify limitations (if any) on their authority

