

Delegating for Growth

Why Delegate?

To Help Yourself

- Improve your own productivity
- Build your skills as a manager
- Provide an opportunity to work on projects that add value to the organization and increase your own potential for promotion

To Help Your Employees

- Empower employees and make them more valuable
- Increase their competence and confidence
- Build a stronger overall team

To Help the Organization

- Increase overall productivity and effectiveness of the organization by increasing effectiveness of individuals
- Build collaboration, cooperation and personal responsibility throughout the organization
- Groom successors and aid in succession planning

Characteristics of Positive Delegation

Both the manager and employee should believe:

- ✓ That employee can perform the task (has the ability, or the ability to learn how)
- ✓ That employee will make the effort required to perform the task
- ✓ That employee will feel the task is meaningful, supports the organization, or the employee's values
- ✓ That no outside obstacles will prevent them from performing the task

What to Delegate

- Routine activities: fact-finding assignments/data collection, preparation of reports, problem analysis
- Activities that aren't part of your core competencies. Examples: Accounting, IT—hardware and software, administrative—organizing, travel arrangements, contract preparation
- Tasks/ responsibilities you were promoted from

What Not to Delegate

- Performance issues
- Disciplinary actions
- Politically sensitive issues
- Emergencies where there's no time to explain or train

Delegation Don'ts

- ✓ Avoid setting up others to fail
- ✓ Avoid dumping
- ✓ Avoid micromanaging
- ✓ Avoid delegating only when overworked (delegate on an ongoing basis)

Begin with the End in Mind

- **Clearly Articulate the Desired Outcome:** Describe in specific, measurable terms, set a deadline with checkpoints, and establish standard of performance
- **Focus on the "What," not the "How":** Delegate the objective, not the procedure, allow choice in how to accomplish the task
- **Clarify Consequences of Achievement/Non-Achievement:** Reward effort, don't expect perfection and be patient

Establish Communication Expectations

- Decide on method
- Determine frequency
- Responsive rate of manager
- Inform others that delegation has occurred
- Communicate with yourself

Letting Employees Make Mistakes

Avoid reverse delegation which occurs when the employee asks for help and the manager says, "Let me think about it; I'll get back to you later."

Instead say:

- "What do you think you should do?"
- "What have you considered but haven't tried?"
- "What can I do to help you complete this on your own?"

Step in for:

- Budget repercussions
- Customers affected
- Company reputation

Help Employees Learn from Mistakes

1. Admit your part
2. Fix what can be fixed
3. Visualize a different outcome
4. Share and apply