

Art of Delegation

Rough Agenda

- Defining “delegation”
- Examples of good vs bad delegation
- What to delegate (and what NOT to)
- How to delegate (and how NOT to)
- How to verify (and what can go wrong)

What is “delegation”?

- Who can you delegate to?
- What is the difference between delegation and micromanagement?
- What is the difference between delegation and abdication?
- What is the difference between delegation and redirection?
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Examples of “good” and “bad” delegation

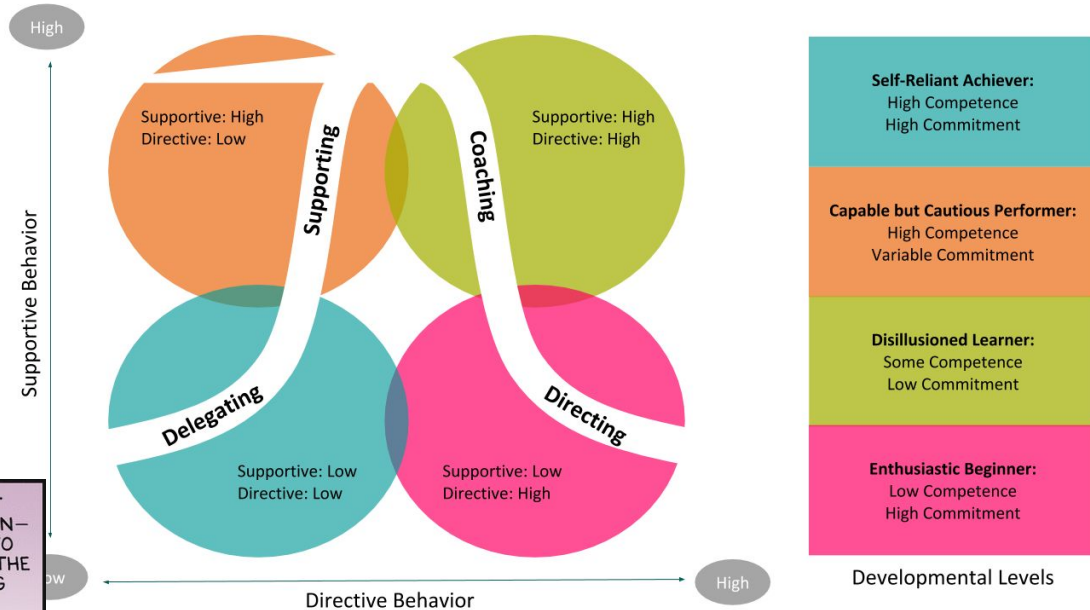
- Share some stories...

Preparation: What to delegate

- Remember: it doesn't start here...
- Goldilocks problem
 - Skill
 - Will
- What do you keep for yourself?
- What do you do with the “boring stuff”?



Hersey-Blanchard Situational Leadership Theories



*This graphic combines elements of the Hersey-Blanchard Situational Leadership Theory & Blanchard's revised Situational Leadership Theory II

Initiation: How to delegate

- Responsibility
- Authority
- Power
- Influence
- Information
- Knowledge
- Skills
- Risk
- Relationships
- Continuous Motivation



What about Accountability?

Implementation: How to make it work

- Verification > accountability
 - Thinking-based verification
 - Evidence-based verification
 - Goal-based verification
- You are still accountable for results...
 - Define: “accountability”
 - Techniques to hold people accountable
- Don't be this guy →

What typically goes wrong?



Closure: how to wrap it up

- What happens if they succeed?
- What happens if they fail?
- What happens if it isn't obvious?



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THAT'S WHAT I MEANT TO SAY TOO.