



DELEGATION

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Program Objectives

(1 of 3)



Understand the benefits of delegation.



Define delegation, and identify its benefits and uses.



Explain the basic methods involved in successful delegation.



Explore the methods and techniques of delegation.



Explain how to overcome resistance to a delegated task.

Program Objectives

(2 of 3)



Use two-way communication to improve the level of understanding.



Recognize the steps toward effective delegation and the skills needed for it.



Learn the key steps in the control process.



Explain how to utilize recognition, rewards, and sanctions.

Program Objectives

(3 of 3)



Identify your own strengths and limitations in the process.



Form a plan of action to increase your use of delegation and the success of the task you delegate.



Practice delegating new tasks.

A CHALLENGE



Please write a one sentence definition of
EFFECTIVE DELEGATION.

Delegation Definition

Appointing a person to act on one's behalf.



Another Definition

Delegation is the entrusting of authority, power and responsibility to another.



- The word “delegation” was first used to mean “the act of delegating” in the 1610’s.
- It was previously used as “delagacie” in the mid-15th century.
- It is possibly from the French word, “délégation” or directly from the Latin word, “delegationem.”



“Whatever the source of the leader’s ideas, you cannot inspire your people unless one expresses vivid goals, which in some sense, they want.”

David McClelland

Delegation Diagram



Delegation

Do's and Don't's

(1 of 4)

Do's

Give reasonable deadlines.

Provide training on how to perform the task.

Provide assistance and feedback.



Don't's

Give unreasonable deadlines.

Expect an employee to do a task out of their area of expertise.

Micromanage.



Delegation

Do's and Don't's

(2 of 4)

Do's

Check for progress.

Assign necessary tasks.

Review the delegate's work.



Don't's

Expect the employee to complete the task without checking on them once in a while.

Assign unnecessary, unpleasant tasks.

Accept the delegate's work without reviewing it.

Delegation

Do's and Don't's

(3 of 4)

Do's

Provide opportunities to willing employees.

Reward and/or recognize the delegate's hard work.

Choose a reliable delegate.



Require assistance of employees who are reluctant to help.

Ignore the delegate's hard work.

Choose an unreliable delegate.

Don't's

Delegation

Do's and Don't's

(4 of 4)

Do's

Provide written instructions.

Ask for volunteers.

Give full credit to the delegate.



Don't's

Expect the delegate to remember instructions that are not in writing.

Assign the job to someone who is unwilling.

Take credit for delegated work.

Scenarios

(1 of 6)

Scenario #1:

You have delegated a task, and you do not think that the person is doing a good job.

What do you do?

Delegation

Scenarios

(2 of 6)

Give the delegate constructive feedback. ☐

Provide training on how to perform the task. ☐

Give written instructions. ☐

Ask the delegate if they are in need of assistance. ☐

Compliment the delegate on what they are doing correctly. ☐

Tell the delegate what you want them to do. ☐



Delegation

Scenarios

(3 of 6)

Scenario #2

You have delegated a task, and the person has not made enough progress for the upcoming deadline.

What do you do?

Delegation

Scenarios

(4 of 6)

Schedule check-ins to monitor progress.

Ask if there is a problem.

Ask if the delegate needs assistance.

Remind the delegate that the deadline is approaching.

If possible, move the deadline to a more reasonable date.

Delegation

Scenarios

(5 of 6)

Scenario #3

You have delegated authority, and the delegate has been over-stepping.

What do you do?

Delegation

Scenarios

(6 of 6)

Remind the delegate what they have authority over and what they do not.

Ask the delegate to be more careful about using authority.

Remind the delegate that they are acting on your behalf.

Take away some authority from the delegate, while still allowing them to have some authority.

Delegation Successful Delegation

Makes work easier.



Improves efficiency.



Increases employee effectiveness.



Develops employees.



Ensures that the right people do the right jobs.



Delegation

Why Is It Useful?

It decreases the amount of responsibility that managers have.

It increases a manager's capacity to be productive.

Delegation

Manager Benefits

Decreases stress



Decreases number of responsibilities



Allows time for more important tasks



Improves time management



Develops more skilled and reliable employees



Increases trust in employees



Employee Benefits

Delegation

Develops skills



Provides new tasks and responsibilities that inspire interest



Increases self-esteem and confidence



Increases motivation



Provides opportunities



Increases trust



Employee Benefits

Choose a delegate who...

Has strengths that are compatible with the task. ☐

Has a job with which the task is consistent. ☐

Has a job with which the task is consistent. ☐

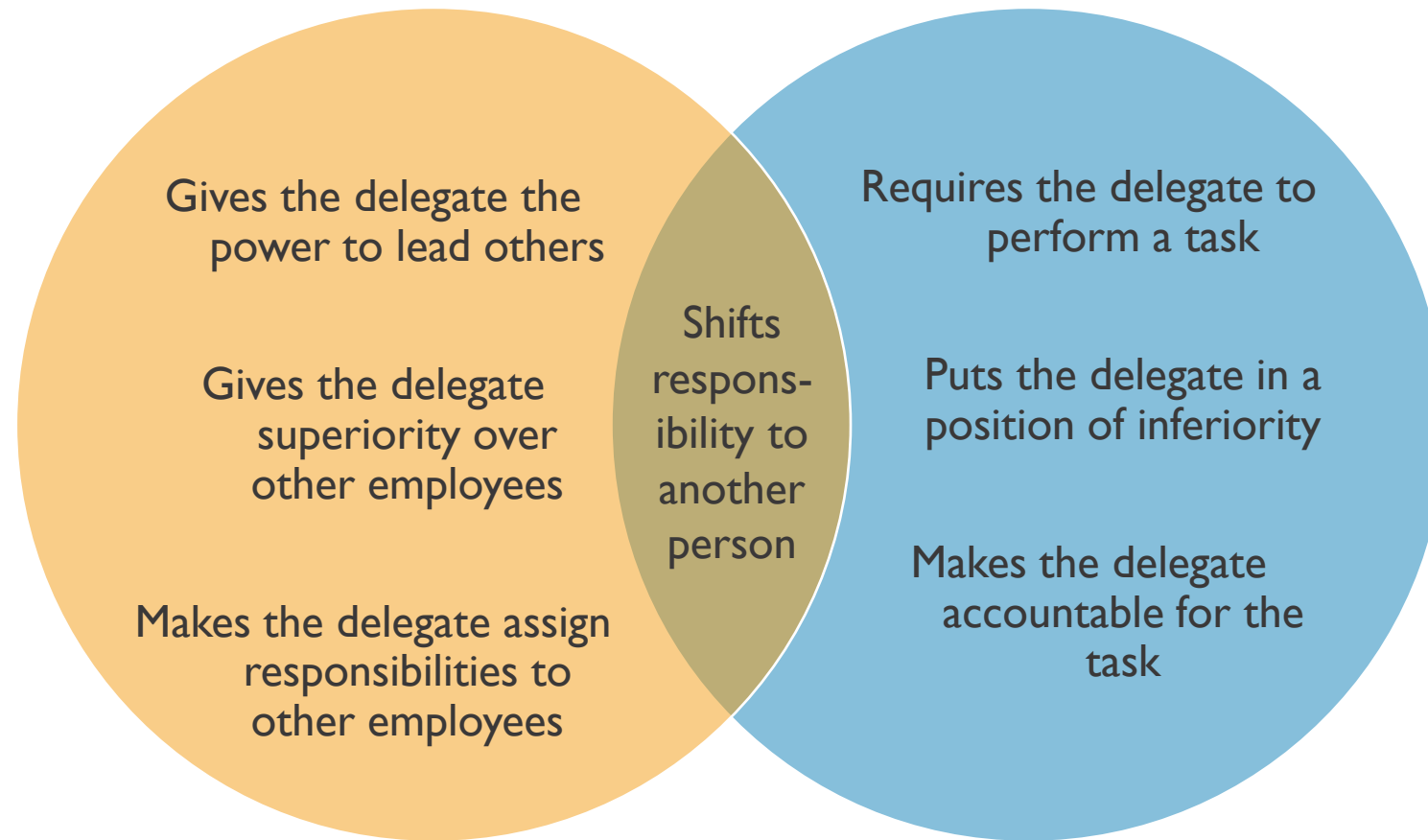
Is not already overwhelmed by work. ☐

Is seeking an opportunity for self-improvement and increased responsibilities. ☐

Has sufficient training and experience. ☐

Is responsible, reliable, trustworthy, and is a hard worker. ☐

Delegating Authority vs. Tasks



Employee Training

Cross-training Makes Employees More

Promotable.



Skilled.



Aware.



Valuable.



DELEGATE TO GET HELP!



Is Clarity Essential?



Authority: Authority can be delegated as long as it is within reason.

Responsibility: Even if a manager delegates work, the ultimate responsibility is the manager's.

Accountability: Managers can hold employees accountable for tasks that they delegate to them.

Delegation!

Delegation NOT Abdication

This does not mean relinquishing a position.

It means delegating tasks that can be performed by others.



Five Reasons To Delegate

(1 of 2)

Keeps employees
informed and capable.



Encourages employees
to succeed.



Creates a happier and
more productive
environment.



Five Reasons To Delegate

(2 of 2)

Establishes trust in all directions.

- Trust and honesty are the characteristics that are most wanted in a leader.
- Employees in high trust relationships are better problem-solvers.



Improves the business.



When to Delegate

Delegation

When an employee has more knowledge or experience for accomplishing a certain task

When you have more important tasks to attend to

When tasks offer an employee an opportunity for experience and training

When the task is recurring

When Not to Delegate

When the task is menial to the extent that it is insulting



When the task is a waste of time



When the task is beyond the employee's expertise



When employee is already overwhelmed by workload



When tasks are exclusive to managerial positions, e.g., performance reviews and discipline



GIVING AWAY HATS HELPS



Mission vs. Administrative Work

Mission Work:

Operational activities that contribute directly to the production goals of the group.

Administrative:

Management activities that contribute indirectly to the production goals of the group.

CAUTION

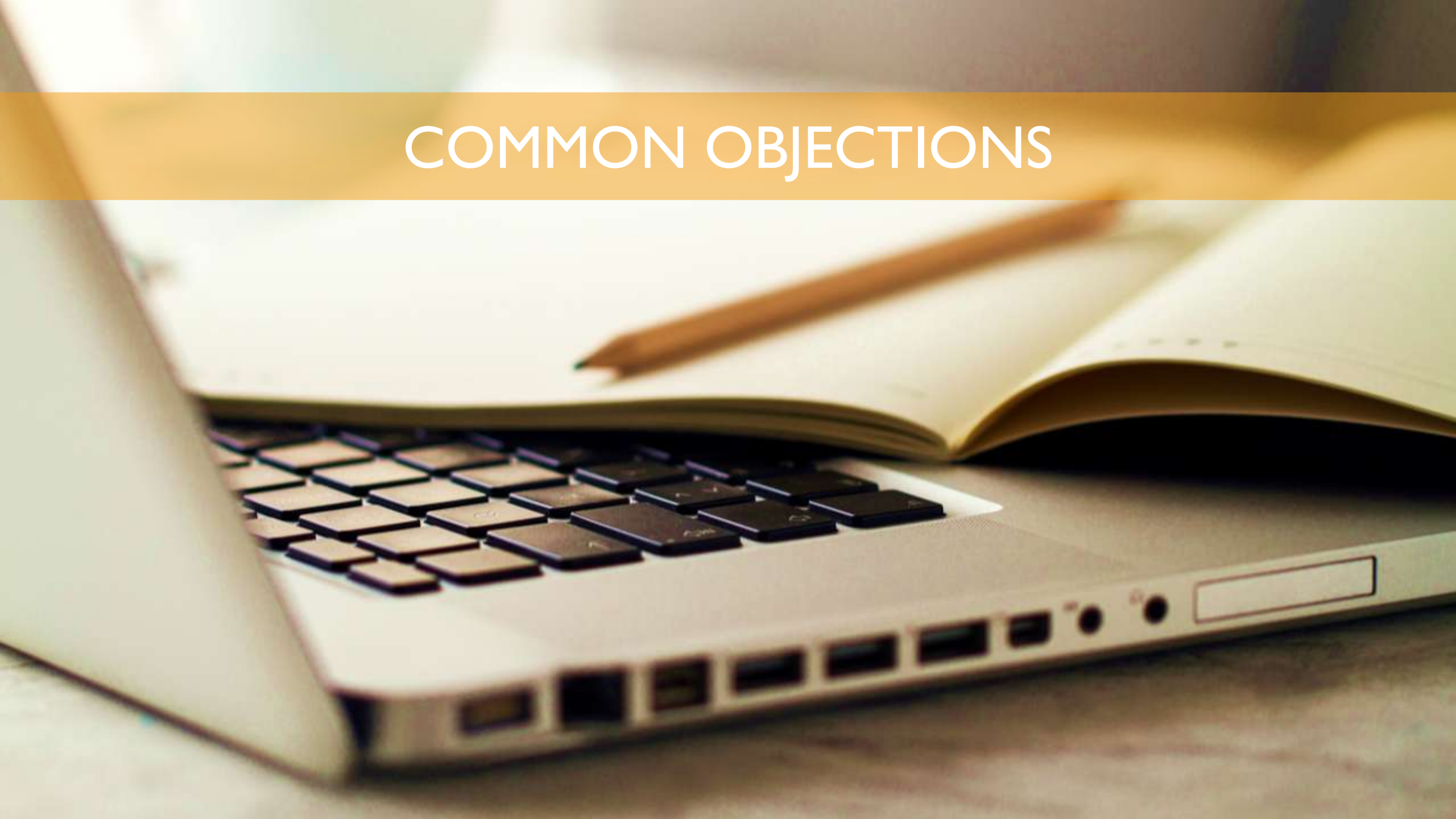
CAUTION

Mission vs. Administrative Work

Before a manager delegates, it is important for them to be aware of the pitfalls of delegation.

While delegation can be an invaluable tool in maximizing a manager's productivity, it still requires planning and consideration.

COMMON OBJECTIONS



Common Objections

Delegation
(1 of 3)

Preference for doing the work yourself. “Why do I need to delegate a job I like to do?”

Fallacy of omnipotence. “I can do it better myself.”

Lack of experience in delegating. “How can I best mobilize my employees?”

Delegation

Common Objections

(2 of 3)

Refusal to allow mistakes or accommodate acceptable differences. “I don’t have the time to waste.”

Lack of confidence in employee’s ability. “My employee may botch it up.”

Common Objections

Delegation

(3 of 3)

Disinclination to develop team members. “I won’t have the answers if my manager asks me a question.”

Insecurity. “People will think I’m lazy.”

Delegation

Why Not?

A bad past experience?



Doubt your employees?



Too much initial effort?



Fear of losing control?



Ego?



Barriers to Delegation

Desire to accomplish everything yourself

Fear of relinquishing control

Lack of support

Lack of communication

Lack of planning

Lack of employees with the capability to complete the task

Micromanagement

Micromanagement

(1 of 3)

Micromanagement occurs when a manager has delegated a task, yet refuses to relinquish control.

The manager:

- Provides too much guidance.
- Gives too many instructions.
- Insists on having the task done in a specific way.
- Does not allow the employee the space to complete the task.

Micromanagement

(2 of 3)

- Does not give the employee time to learn how to complete the task.
- Does not allow the employee to make decisions.
- Does not allow the employee to work independently.
- Is overly-involved in the task.
- Demands perfection.
- Tries to work on the task despite delegation.
- Revokes the task after it has already been assigned.



Micromanagement

(3 of 3)

Micromanagement can be avoided by...

- Clearly defining the task and the roles that people play in accomplishing the task.
- Setting standards and expectations before the task begins.
- Establishing a timeline for completion.
- Establishing predetermined, scheduled checkpoints.
- Following the plan and sticking to personal responsibilities.



A man with dark hair, wearing a light blue button-down shirt and a black wristwatch, is shown from the chest up. He is looking down and to the left with a thoughtful or distressed expression, his right hand resting on his head. The background is a blurred green, suggesting an outdoor setting. A semi-transparent orange banner is positioned across the upper third of the image, containing the text "OVERCOME NEGATIVE ATTITUDES" in white, bold, sans-serif capital letters.

OVERCOME NEGATIVE ATTITUDES

Overcome Negative Attitudes

Awareness is the first step.

Address your feelings,
and prepare yourself.

What About Employees?

Anticipate their objections.

Review job descriptions and pay rates to be sure you are taking appropriate steps.

Spend adequate time informing employees.

- Discussing
- Training
- Supporting

Misunderstandings

Good delegators are good managers. ☐

Managers must delegate whenever possible. ☐

The higher the decision-maker, the better the decision. ☐

Delegation is abdication. ☐

Delegation implies diminished control. ☐

Delegation

Indifference



Delegated projects need not be divisive to the group.

If the responsibility will elevate the status of the delegate, consider carefully.

Remember: Low group morale often results in low productivity.

Delegation

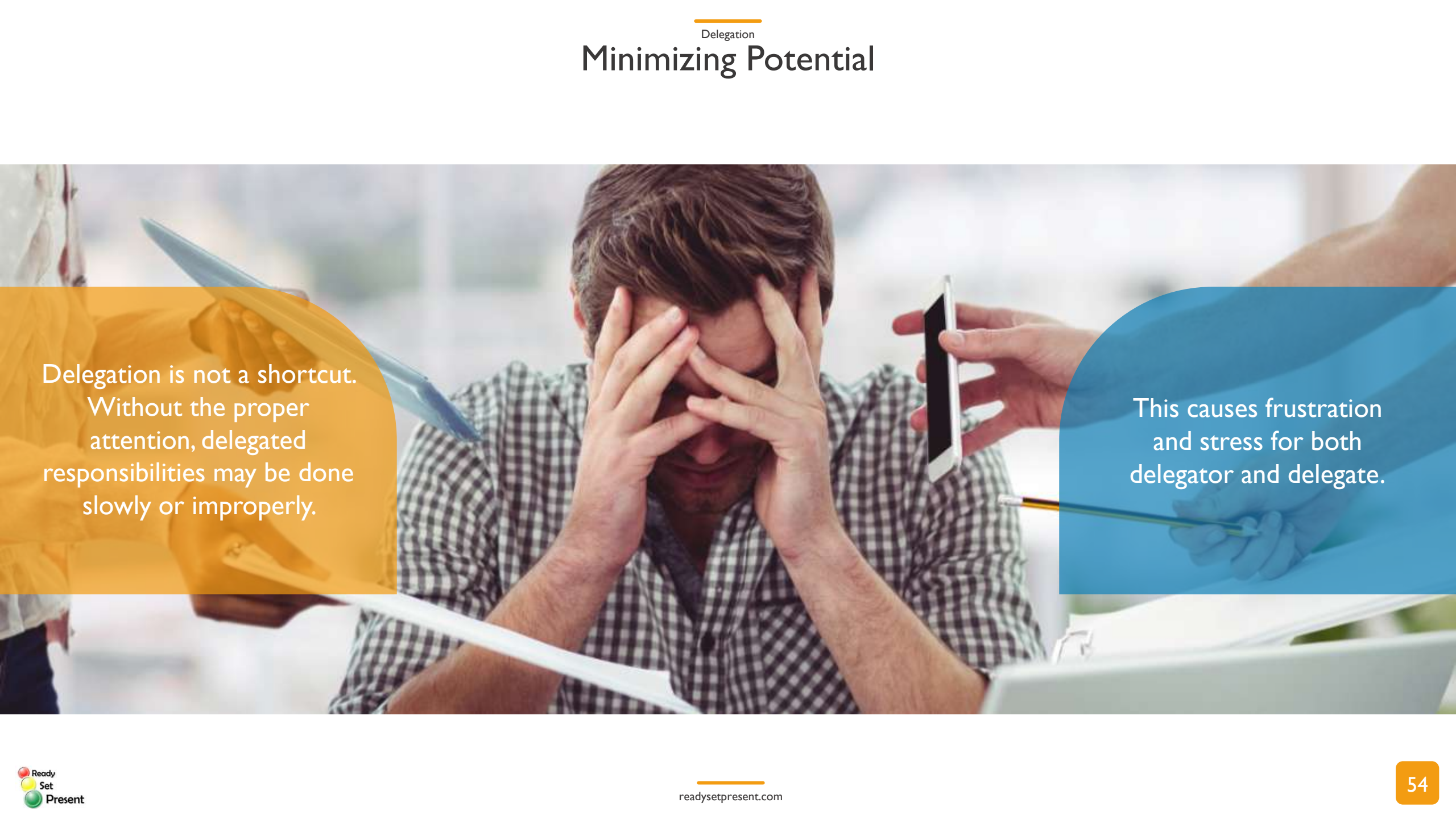
Inflexibility

Will the delegates feel that this task:

- simply is not his or her job?
- is substantial or permanent enough to require a pay rate adjustment?

It might be wise to consider formal job descriptions when considering significant delegations.

Delegation Minimizing Potential



Delegation is not a shortcut.
Without the proper
attention, delegated
responsibilities may be done
slowly or improperly.

This causes frustration
and stress for both
delegator and delegate.

However, Don't Despair

Delegation

Delegation can have positive outcomes for all involved.

Most people in the workforce enjoy a new challenge and the chance to stretch skills that normally go unused in their existing capacities.

Tasks That Can Be Delegated

Delegation

Tasks closely related to those the employee is already doing

Tasks with clearly defined procedures and end results

Repetitive tasks which could be made part of the normal work flow

Tasks enabling employees to develop themselves

Tasks That Cannot Be Delegated

Tasks of a highly sensitive nature (e.g., salary review and disciplining).

Tasks not clearly defined, or about which uncertainty exists.

The Delegator's Tasks

To identify your attitudes and analyze whether these will help or hinder the process

To analyze the tasks or projects that may be delegated

To assess the strengths of the potential delegate

OVERALL PERFORMANCE RATING



How Are Your Delegation Skills?

Do You Use The Delegation Process?

Frequently?



Effectively?



Efficiently?



Confidently?



Three Categories of Duties

Tasks, assignments and responsibilities that can be passed along.



Tasks that may be delegated in a time of crisis.



Tasks that must never be delegated.



A Note About Semantics

Though we will use them interchangeably, these words carry different connotations.

Task:

an assigned piece of work with a deadline or completion date.



Responsibility:

something for which someone is accountable for on a regular/ongoing basis.



Project:

a group of tasks to be completed alone or with others, usually with a specific completion date.



Analysis Of The Situation

When deciding whether and how to delegate, three areas must be considered.



Opportunities

Attitudes

Tasks

QUESTIONS BEFORE DELEGATING



Questions Before Delegating



The following questions can provide managers with an analysis of the situation and help them determine if they need to delegate.

Questions Before Delegating

Have you considered the situation?

Have you considered your goals?

Have you considered your comfort?

Have you considered your group?

Questions To Ask Before

(1 of 5)

Consider the situation:

Is the employee
willing to take
on the new
responsibility?

Is the employee
able to carry out
the task?

Questions To Ask Before

(2 of 5)

Consider the situation (cont'd):

Do you have all the information and expertise you need, and does the employee?

Do you have time to delegate, especially if you must provide ongoing support and feedback?

Delegation

Questions To Ask Before

(3 of 5)

Consider your goals:



Is this immediate problem, decision, or task your only concern? ☐

Are you trying to give others an opportunity to be visible or provide challenges? ☐

Group delegation: are you trying to promote teamwork? ☐

Delegation

Questions To Ask Before

(4 of 5)

Consider your comfort:



Are you able to “let go” and turn the work over to someone else? ☐

What are the risks if the job is not done on time or correctly? ☐

Group delegation: is a conflict among the team members likely? ☐

Delegation

Questions To Ask Before

(5 of 5)

Consider your team/group:



How capable is/are the employee/s? ☐

How much is known about the issue? ☐

How well can the employee work alone? ☐

EFFECTIVE DELEGATION CHECKLIST



Effective Delegation Diagram



Delegation

Effective Delegation Checklist

(1 of 4)

Maintain a two-way dialogue. ☐

Conduct a relaxed/unhurried session. ☐

Clarify the overall goals. ☐

Specify immediate objectives. ☐

Explain significance of each phase of the activity. ☐

Effective Delegation Checklist

Delegation
(2 of 4)

Make accountability clear.



Tell whoever else needs to receive information.



Reach agreements about how long the assignment will take.



Effective Delegation Checklist

Delegation
(3 of 4)

Set specific deadlines for each phase of work.



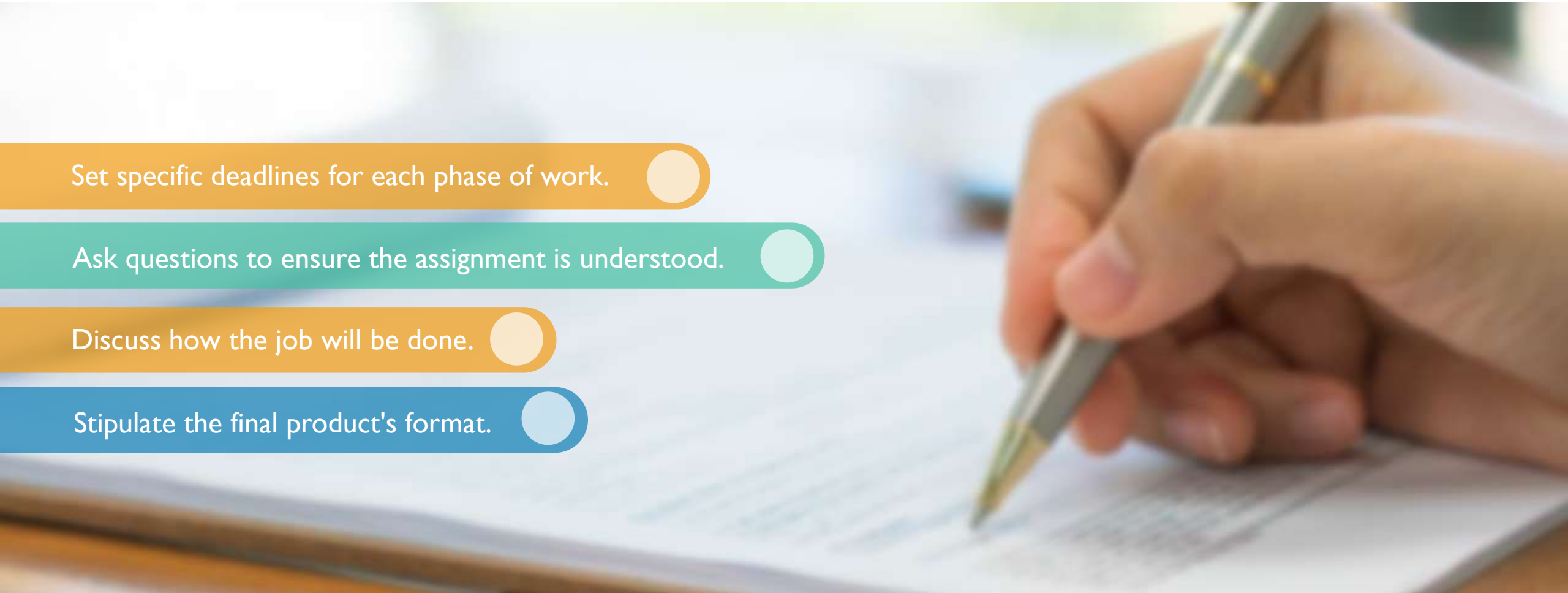
Ask questions to ensure the assignment is understood.



Discuss how the job will be done.



Stipulate the final product's format.



Effective Delegation Checklist

Delegation
(4 of 4)

Set up systems to monitor progress and document performance.

Give sufficient authority to accomplish the job (time and budget parameters).

CHECKPOINTS



Checkpoints

(1 of 2)

Delegation

Review key dates and
deadline.

Decide how often to
meet with the delegate and
what other reports or
communications are
necessary.

Checkpoints

(2 of 2)

Determine the controls:

Will the delegate be totally independent?



Will the delegate make his or her own decisions?



Will the manager help? If so, how much and how often?



Delegation

Contracting



Offer

- A promise to do something.

Acceptance

- An agreement that it can be done.

Consideration

- A promise to give something of value in return.

Effective Delegation – 6 Steps



Managing Delegated Tasks

Delegation

Keep a list of delegated tasks.

Train the delegate to perform the task.

Check in with the delegate to keep informed about progress and to offer assistance.

Review work thoroughly.

Provide feedback.

Reward or recognize the delegate.

DELEGATION OPPORTUNITIES

A woman with brown hair tied back is sitting at a dark wooden desk. She is wearing a light blue cardigan over a tan button-down shirt. She is holding a white mug of coffee with her right hand and has her left hand raised near her face in a thoughtful gesture. In front of her is an open silver laptop. To the right of the laptop is a small wooden box containing a green folder and a pen. The background is a blurred indoor setting with green plants.

Delegation Opportunities

(1 of 2)

Develop reports.

Problem-solve.

Gather facts.

Plan.

Supervise a project.

Delegation Opportunities

(2 of 2)

Represent the manager at meetings.



Be a liaison to others.



Perform departmental routines.



Train with discretion.



Use Your Judgment

SOME TASKS SIMPLY MUST NOT BE DELEGATED.

When No One Is Qualified

Questions to Ask:

Can you bring an employee up to speed to complete this task?

Do you have the time to help someone develop his or her basic skills?

If not, don't delegate it!

Crisis Delegation

Delegation
(1 of 2)

Emergencies:
Hold as many tasks as possible
until your return.

OR

Leave a list of instructions
about what you want
accomplished by whom and
in order of priority.

Crisis Delegation

(2 of 2)

Foreseen Absences:

Appoint a substitute.

Brief appraisal of
essential information.

What Else Can It Be?

Unification for the team



Commitment to innovation



Challenge to others' creativity and perspectives



Sense of achievement for delegate and group



Delegation “Personal” Benefits

Greater results in less time

Increased thinking and planning time

Decreased emotional stress on the job

Enhanced image and influence as a developer of people

“Organizational” Benefits

Reduction of personnel turnovers



Decrease in absenteeism



Gain in productivity from the present team



Maintenance of product/project and quality service



Delegation

Sanctions

(1 of 2)

Consequences for tasks poorly performed or not performed at all must always be related to what is valued by the person receiving them.



Delegation

Sanctions

(2 of 2)

Corrective Actions:

- Additional training.

Punishment:

- Losing the assignment.

Model For Realistic Expectations



WISE WORDS





If you want one year of prosperity, grow grain.



If you want ten years of prosperity, grow trees.



If you want one hundred years of prosperity, grow people.

Chinese proverb.

Increased Involvement

Delegates Obtain:



New and more diverse skills.

Heightened sense of contribution.

More confidence in self and role within team.

Delegation

Flexibility

(1 of 2)

For Delegator

More time and energy for central aspects of responsibility.



Delegation

Flexibility

(2 of 2)

For Delegate



Additional skill and knowledge encourage greater productivity.

Ability to assume new roles in growth or crisis situations is important.

Delegation

Delegating Upward:

Shared decision-making: sharing responsibility in specific situations.

Critical circumstances: difficult questions are often not well-defined.

Authority from the top: resolution of dissent or misunderstanding.

Delegation Across

Special authorizations

Conveying the manager's opinion when they are not present

Checking on a work problem

Delegating To The Experts

Delegation

Do so largely for information and advice, not decision-making.

As in other delegation, be sure to have clear and specific objectives.

During the process, ascertain that you have all relevant information.

Lastly, a display of gratitude will smooth the path to another delegation.

Delegation

Maximizing Potential

Placing a person in a new situation often taps unused resources that are beneficial to the individual, the leader and the entire organization.



REWARDS



Whether tangible or intangible,
rewards must always be of value to
the person receiving them.



Delegation

Payoffs

Rewards



Recognition



Praise



Basic Communication



Delegation

Sell The Benefits



Meet needs.

Meet wants.

Meet requirements.

REVIEW THE SIX STEPS



Review The Six Steps



Delegation Discipline

As the backbone of management authority,
discipline must not be passed along.



Maintaining Morale

Is another essential
for leadership.

Help with morale building
activities can be delegated,
although guiding the group
attitude is the manager's
responsibility.

Complex Or Personal Situations

Do not evade what
you are uncertain
how to handle.

Even a capable employee
must not be expected to deal
with a situation of great
difficulty or one which is
crucial to your own position.

DELEGATION VS. DISCUSSION



Delegation Vs. Discussion

Employees can offer valuable perspective and insight.

Discussion does not have to lead to delegation, although it may still prove valuable to your own managerial comprehension.

You've Got Your Task

Delegation

Now who can you give it to?

How do you choose the right employee(s)?

Delegation

What is Needed

Skills?



Ability?



Knowledge?



Speed?



Accuracy?



Timing?



Detail?



OPTIONS

A photograph of two people playing the game Jenga. On the left, a person in a plaid shirt is placing a wooden block on top of a tall, slightly wobbly tower. On the right, a person in a denim shirt is pointing towards the tower. The game is being played on a white table. In the background, a white hard hat sits on a shelf. A semi-transparent orange banner is overlaid across the middle of the image, containing the word "OPTIONS" in white capital letters.

Who has the skills, speed, and knowledge?

Who is available?

Can they accomplish it within the time frame?

Delegation

Options

(2 of 3)

If not, do you need to
change his/her
workload or to choose
someone else?

Who wants to do it?

If not, can you change his/her attitude with training, or do you need to choose someone else?



Delegation Other Employees

Group tasks or multi-delegation can be useful tactics.

Spread out delegation to increase experience, stimulation and cooperation.

SELECTION CONSIDERATIONS





Delegation

Selection Considerations

(1 of 2)

Give every level of employee, from mediocre to expert, a chance to improve through a challenge.

A manager can delegate more than one task to an employee as long as they avoid overloading him or her.



Delegation

Selection Considerations

(2 of 2)

The more widely a manager delegates, the broader the capabilities of his or her group.

Use delegation as reinforcement of your confidence in, and approval of, a person.

Not In The Selection Pool

Employees who are:



New

Marginal

From other departments

Delegate Communication

Simple tasks
need to be
communicated
verbally.

Usually, a written
description or guide
is necessary.

A top-down view of various fresh fruits arranged on a light-colored wooden surface. The fruits include a pink dragon fruit with black seeds, a halved orange showing its segments, a sliced kiwi revealing its green flesh and black seeds, several bright red strawberries with green leaves, and a few dark red cherries. Some fresh mint leaves are scattered among the fruit. A semi-transparent orange banner is positioned across the upper middle of the image, containing the text 'COMMUNICATION INGREDIENTS' in white, uppercase, sans-serif font.

COMMUNICATION INGREDIENTS

5 Communication Ingredients

(1 of 2)

Review: the goals and objectives. ☐

Decide: what background information needs to be known. ☐

Ask: whether the delegate would prefer verbal or written information. ☐

- Does the delegate need to be trained?
- If yes, by whom? You? Another employee? ... or ... An outside training session?

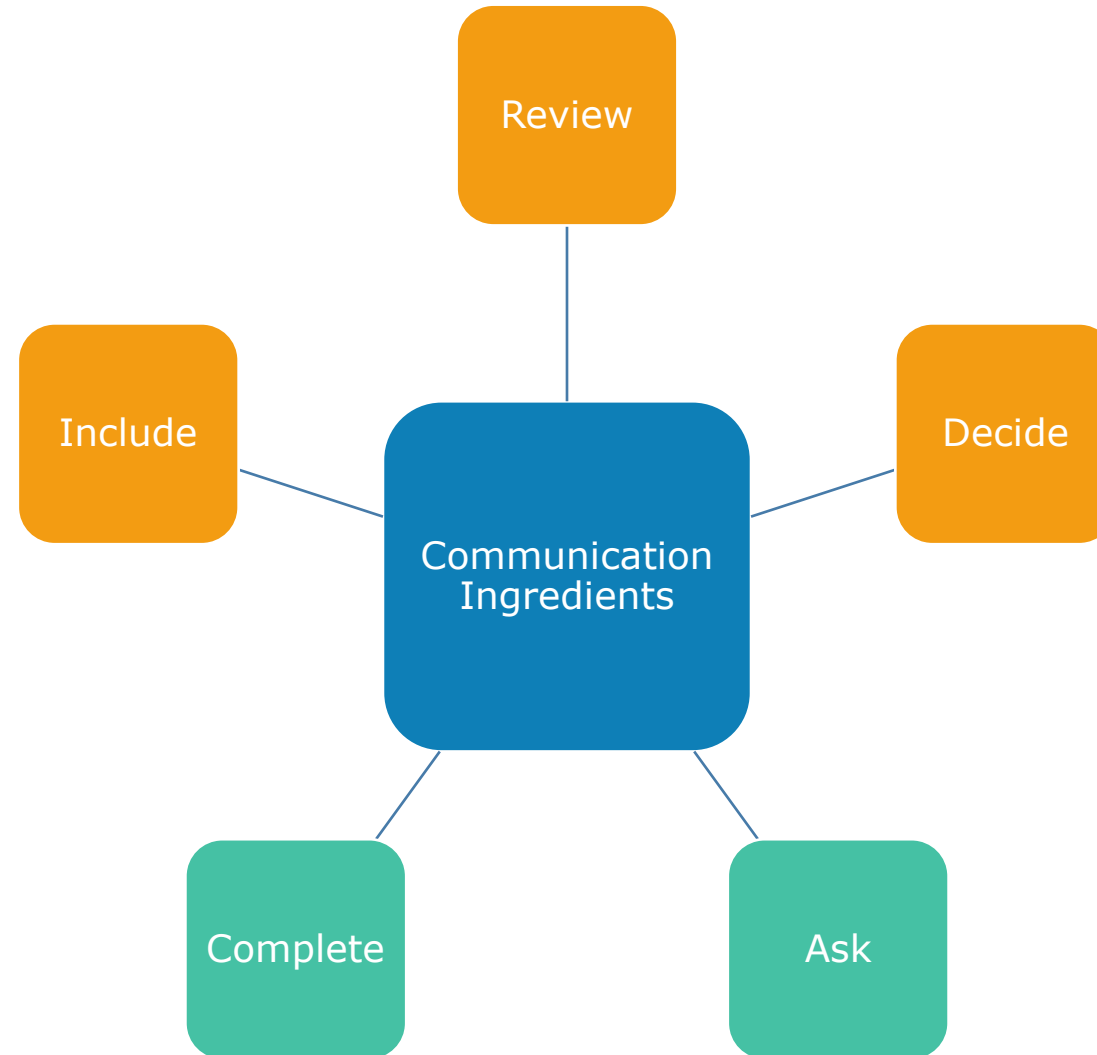
5 Communication Ingredients

(2 of 2)

Complete: a preparation plan which will include support and guidance.

Include: specific ways to encourage and support your delegate.

5 Communication Ingredients Diagram



Delegation Authority And Support

The delegator is ultimately responsible for the successful completion of the delegated task.

The balance between the delegator's confidence and interest can “make or break” a delegation.

Planning to Entrust

What is being done to support the delegate?

What decisions can the delegate make alone?

What resources can the delegate use alone?

Further Communication

Who else needs to know about the delegation in order to be aware of shifts in responsibility and decision-making?

- Other employees?
- Other departments?
- Other organizations or clients?

Make a communication plan (verbal or written) available to those who need to know.

Acknowledge Stumbling Blocks

Include in the communication an identification of any problems or pitfalls that the delegate may encounter, and include your advice on how to deal with them.



Delegation Completion

How will you know when the project is completed?

How will the delegate know?

What are the formal and informal measures to be taken?

Rewarding Final Production

Delegation

Decide how the project, task or responsibility will be critiqued when completed.

Ask who needs to be notified upon completion.

Plan ways to thank those who assisted.

Reward, recognize and publicize the delegatee's accomplishments.

COMPLETION CHECKLIST



Delegation

Completion Checklist

(1 of 2)

Tie up loose ends.



Report results.



Use, implement or publicize the finished product.



Critique both the task and the process.



Review lessons learned – for delegate and delegator.



Completion Checklist

Delegation
(2 of 2)

Thank assisting parties, including the delegate. ☒

Reward the delegate. ☐

Report to yourself the flaws, strengths and lessons learned. ☐

New Directions For Delegation

Delegation is not only a “trickle-down” effect.

In some circumstances, it is wise to delegate upward and across.

WHAT IS YOUR NEXT STEP



A blurred background image showing a group of people in a meeting or collaborative work environment. They are gathered around a table, looking at documents or devices. The image is slightly out of focus, emphasizing the text overlays.

Delegation Action Plan

What are you going to
take action on?

Start with the three
easiest items.

Delegation

Action Steps

(1 of 4)

List specific behaviors.

Be as systematic as possible.

Rank the behaviors in terms of their complexity or degree of difficulty.

Rank the behaviors in terms of chronological order.

Delegation

Action Steps

(2 of 4)

Begin with the least difficult behavior.



Advance to a more difficult behavior.



Break difficult behavior down into several smaller behaviors.



Attach time limits to each behavior.



Delegation

Action Steps

(3 of 4)



Repeat specific behavior until mastered.



Review all previous behaviors.



Advance to next most difficult behavior.



Measure and evaluate.



Keep records (preferably visual).



Delegation

Action Steps

(4 of 4)

Reinforce through reward and punishment.

Use visual reminders (pictures, charts, etc.)

Remember: "A small goal is enough!"

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