



## LESSON 10

### Delegating

Even “Super-You” needs help and support. There is no shame in asking for assistance. Push aside the pride and show respect for the talent others can bring to the table. Remember that there is no such thing as a single-handed success: When you include and acknowledge all those in your corner, you propel yourself and followers to greater heights.

#### What is delegating?

Delegating is having someone that is capable assist you in the discharge of your duties due to your enormous workload. Delegating is also a powerful tool that leaders use in helping to develop others. When leaders delegate, they are offering an opportunity to the person they entrust with the job. The delegate can learn a new skill, further develop existing skills, and gain useful information for performing future roles. Delegating is different from supervising in the sense that supervising usually involves having to follow every detail along the way, while delegating involves having to remain in communication about the status of a project without seeming to be micromanaging.

#### Why People Resist Delegating

People especially leaders fail to delegate because of they think it is better to do the task themselves. Another reason why leaders fail to delegate is because they are afraid of losing control over the task or project they are ultimately responsible for completing.

#### When delegating doesn't work

In general, the more mission-critical a job is, the less likely it is for the leader to delegate it. Delegating might not work if:

- There isn't enough time to redo the job if it is not done right the first time
- The consequences for not completing the job on time are severe enough that it is not worth the risk
- The results have to be of the highest quality the first time around
- A failure at this project would do critical damage to the project

#### How to Delegate Successfully

The following will help leaders delegate well.

- i. Clearly identify for the delegate what the outcome and result of the task should be.
- ii. Give the delegate boundaries. Let them know how much authority they have, to whom they are accountable, the decisions they can make on their own without consulting you, the budget, etc.
- iii. Look for the person who is closest to the work that is needed to be done. It might even mean delegating to a lower level of the organization.
- iv. Establish a mean and schedule of communicating that ensures your availability and troubleshooting.

- v. Focus on fostering motivation. Let the delegate know what additional opportunity might become available if they complete the task successfully. Financial rewards, public recognition, or shared credit with you.
- vi. Expect the delegate to propose solutions to any problems that they bring to you. This prevents them from passing the task back to you and keeps them involved and responsible.
- vii. Be certain to inform other team members of the authority that you have given to the delegate.

### **What is Mentoring?**

Mentoring is the relationship between two people (mentor and mentee) who have the mutual goal of development on both a personal and professional level. The mentor is usually the senior, or more experienced member of the relationship.

The mentor has knowledge, skills, training, experience, and abilities that the mentee would like to develop. The mentor is a role model and advisor for the mentee, whether on a formal or informal basis. Mentors supports mentees by sharing their knowledge and giving their advice on different situations that the mentees faces, usually with the goal of helping the mentee advance his or her career.

### **The benefits of mentoring are multifold for both parties:**

The mentee gains all the benefits of personalized coaching and training from someone who is already a success in their field. The mentee has a person they can go to when they find themselves in difficult or confusing situations in the workplace and they are uncertain of how to proceed.

Mentors can find mentoring very rewarding as well. On a personal level, being a mentor and seeing your mentee succeed is gratifying. On a professional level, the mentor can improve his/her leadership skills, communication skills, and get a better understanding of how he/she have reached his/her goals through the mentoring process. In problem-solving, the mentor can gain new perspectives on old problems, or learn new ways of handling things that he/she might not have considered before.

### **Structuring Mentoring Relationship**

Where the mentor is mentoring a mentee within a work group, the human resource department may set requirements such as an annual performance evaluation. In other situations where there is no formal structure, the mentor should personalize a structure for the mentoring programme.

#### **Factors that help structure a mentoring programme**

- Formality: Decide whether there will be specific goals and topics to be covered, or whether it would be ad hoc or spontaneous as the mentoring programme progresses.
- Frequency: Decide on how often you will meet, the length of each meeting, whether or not you will be available between meetings.
- Method: Decide whether you will meet face-to-face, via phone conversation or email, who is responsible for initiating each contact, response time limit

- Duration: Decide on how long your relationship last, time frame or number of meetings, specific goal accomplishment (no matter how long it takes) or keep meeting as long as it's beneficial for the both of you.
- Confidentiality: Decide on what level of information and details you can share, restriction to certain aspect or able to speak in generalities.