

Guidelines for Effective Delegation

Definition

Entrusting another with a task or authority without giving up ultimate control and responsibility

Benefits

To managers: can free up time and increase sense of security

To employees: can increase commitment, motivation, and experience of involvement

Delegation tips

Be clear and specific

Use numerical measures wherever possible

Use binary measures (yes/no) if appropriate

Ask delegatee to repeat instructions back to you

Give delegatee the opportunity to accept or decline the assignment

Identify and agree on intermediate milestones with longer projects

Monitor progress

Don't finish the task for the employee

Steps to effective delegation

STEP 1: Plan to delegate

Clarify delegation instructions

Articulate what is to be done

Set a completion date

Who is responsible for completion

Determine the quality standards

Establish specific measures and well defined goals

Well-defined task or project boundaries

Clarify decision-making authority and boundaries

Identify any standards, including methodology

Consider the delegatee

Does the delegatee have the necessary knowledge, skills, experience and motivation?

Be aware of expandability of the delegatee skill set

STEP 2: Delegate

Explain the delegation instructions

Make sure resources are available to do the work

Explain how the task fits into larger picture

Establish the priority relative to other tasks/projects/initiatives

Give the delegatee an opportunity to ask questions

Check for understanding of assignment

Check for acceptance of the assignment

Negotiate specifics of the delegation instructions (if required)

STEP 3: Follow-up on the delegation

Communicate the delegatee's authority to the rest of the organization

Encourage the delegatee

Express recognition and appreciation

Do not finish the task for delegatee

Track progress

Remove obstacles beyond the delegatee's control