

How to Delegate

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Busy World

1. Multitasking and dovetailing
2. Doing several tasks in a coordinated way
3. Prioritize

Sequential Tasks

- “Psychologists cite research that paying more attention to a task improves performance. Humans are good at doing rapidly sequential tasks, rather than simultaneous ones. .” - *Stanford, Clifford Nass, 2009*
- *Only 3% are truly good at multitasking. We should spend 20 minutes on one task and then switch to another, rather than flitting any faster between the two.* - *David Strayer, University of Utah*

The 4 “D’s”

1. **Drop** - delete emails/trash snail mail
2. **Defer**- prioritize
3. **Do** – find buckle down and get the task finished
4. **Delegate** – find someone competent at least 2/3 as good as you could perform the task or better!



Delegating or Dumping?

Telltale signs of dumping:

1. Tight deadline
2. Little or no instructions
3. Little support
4. No progress checks



Delegate

1. Delegate to empower.
2. Delegation is different than assigning.
 - ❖ Challenging, fun, trusting, pushing one out of comfort zone, helps one to acquire new skills

- *Tell them “what” to do not “how”
Allows for creativity & growth
- *Create an environment that allows mistakes
- *Delegating is better for the organization, team,
and individual
- *Do not micromanage
- *Do not take back work, once delegated

What does delegating mean?

1. Process of transferring responsibility for a activity or task.
2. Empowering the person to accomplish a specific goal.
3. Providing the authority to make decisions.
4. Providing the tools necessary.
5. Allow person to make decisions.

When to Delegate

1. Is there someone more qualified?
 2. Is it critical for you to do yourself?
 3. Does the task provide opportunity to develop another person?
- Is this a reoccurring task?
 - Is there enough time to delegate?
 - Time must be available for adequate training, Q&A, progress-checks, or re-do.
 - Is this a task that I should delegate? Tasks critical for long-term success (for example, recruiting the right people for your team) genuinely do need your attention.
 - If you can answer "yes" to at least some of the questions, then it may be worth delegating this job.



Positives of Delegation

- Discovery of new skills
- Everyone has a chance to grow and succeed
- Share workload for future
- Managers make best use of their time
- Individuals have opportunities to develop
- People get to contribute
- Opportunity to share credit and build team spirit
- People learn by doing
- Build loyalty and trust

Quick Assessment



Interpreting the Score

- 34 or under you delegate tasks well. The balance of your delegated tasks is good. You recognize that delegation provides a learning opportunity for your staff.
- 35 or over you can improve on your delegation skills. Your staff may see you as ‘dumping’ tasks rather than delegating. You need to recognize that delegation provides an opportunity for you to be more effective as well as to develop your staff.
- Look back over those statements where you have given high scores. Decide what actions you can take to better manage your and your team’s time.

Barriers to Delegation

1. Insecurity; lack of confidence
2. Feeling guilty giving work to staff
3. Grandeur; selfishness
4. Fear of losing control
5. Reluctance; indecisiveness
6. Not knowing team members; lack of trust



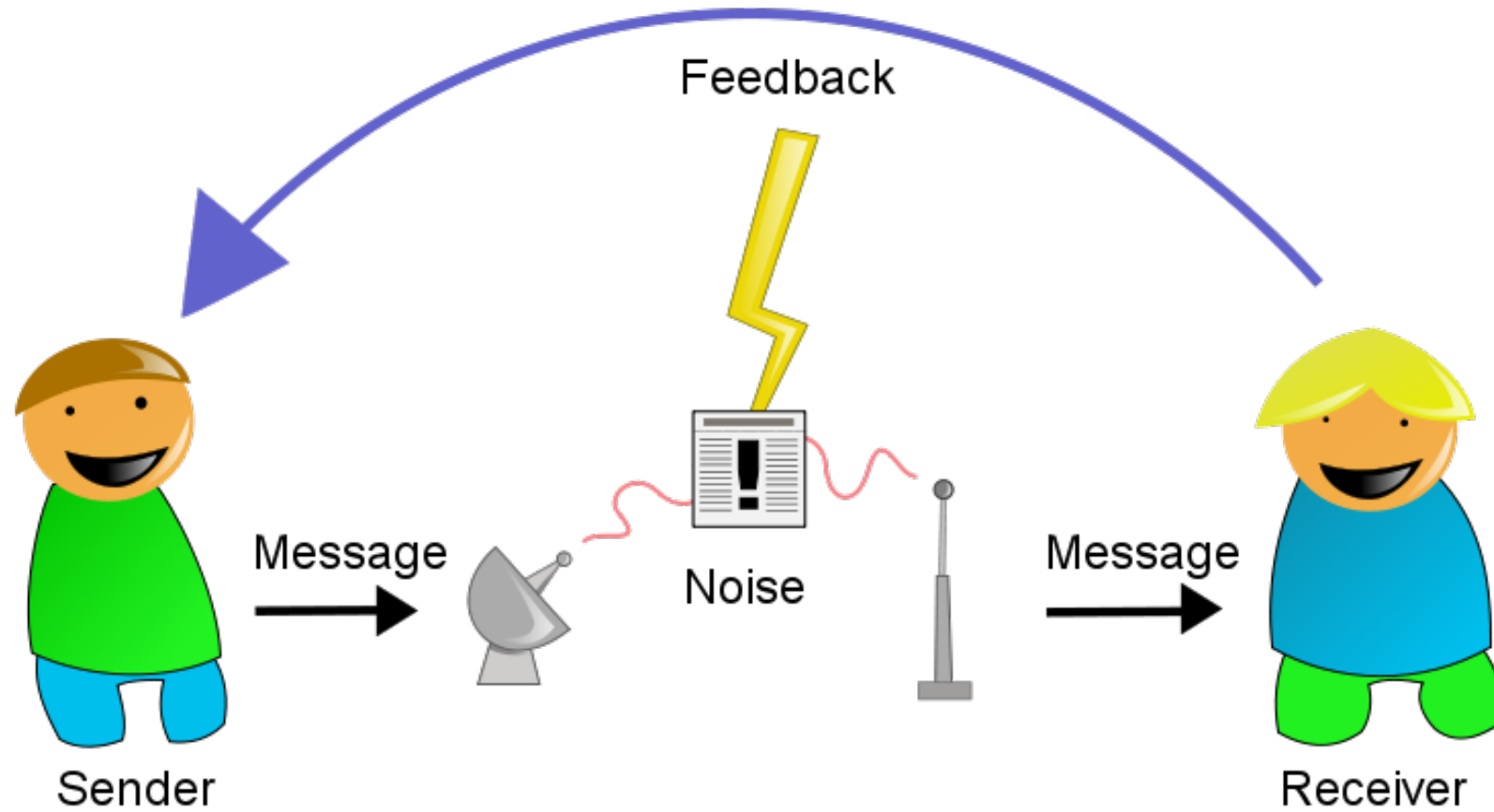
How to Delegate

1. Plan
2. Clarify
3. Explain what and why
4. Define their authority
5. Inform others of their authority
6. Allow them to choose methodology
7. Check progress
8. Allow mistakes
9. Provide feedback – positive & negative
10. Provide support

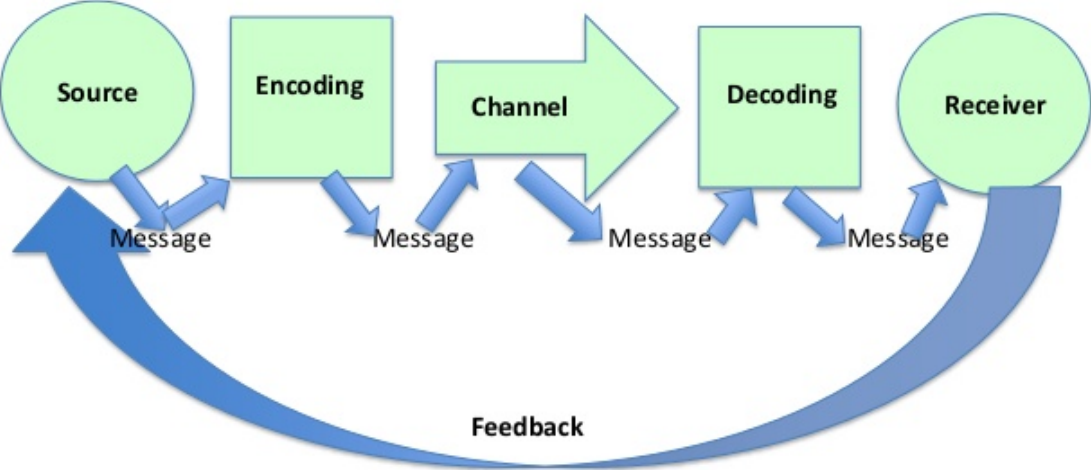
You can delegate authority
but not responsibility.



Communication Loop



Communications Loop





Smart Goals

1. **Specific.** Give clear instructions as to a specific or agreed upon outcome.
2. **Measurable.** Are there metrics or an outcome which can be measured?
3. **Attainable.** Is the agreed upon project achievable?
4. **Realistic.** Is the goal realistic and relevant?
5. **Timely.** Set deadlines for feedback, completion or tracking milestones or deliverables.

Benefits of Delegation

1. Reach organization's goals
2. More innovation
3. Increase productivity/ease workload
4. Greater team commitment
5. Discover new skills from team members
6. Provide learning opportunities
7. Develop skill sets
8. Empower employees
9. Show trust & build loyalty
10. Share credit/build team spirit

Delegation Tips

1. Let go
2. Create a priority system
3. Identify and use employee's strengths
4. Include instructions
5. Take time to teach new skills
6. Trust and verify

Activity

1. Think of a task/activity/or project that you would love to delegate.
2. To whom on your staff/team would you delegate?
3. Think or write down what your discussion would entail, when you delegate.

Activity

1. Did the delegator explain goal and “why”?
2. Did the delegator explain the task?
3. Did the delegator use the SMART goal?
4. Did the delegator give authority?
5. Did the delegator provide any parameters?
6. Did they decide on a deadline?
7. Did the delegatee summarize what s/he heard?
8. Did the delegator encourage questions?

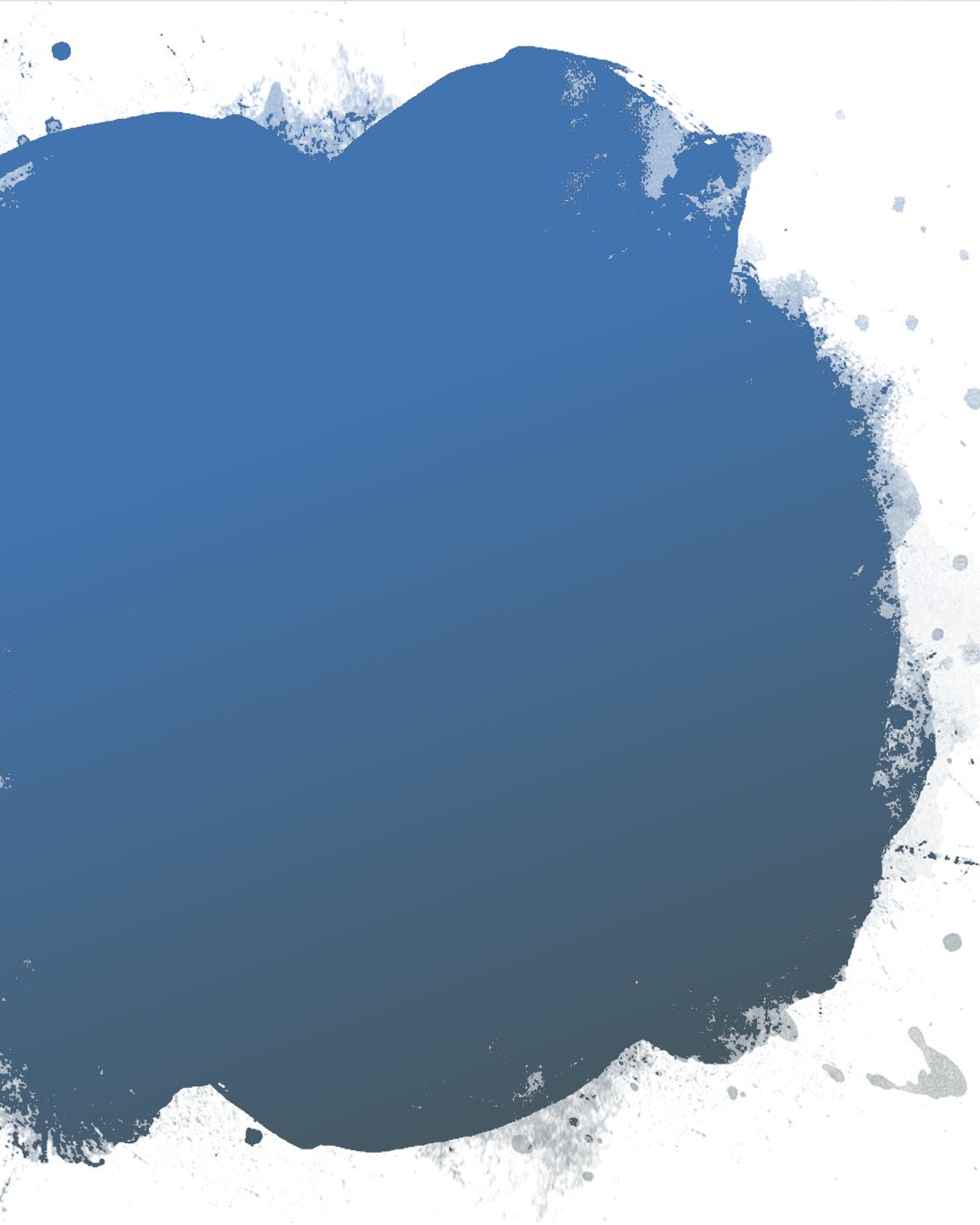
Review

What are things to consider when delegating?

1. Define the task/project.
2. Select the right person for the project. Consider skills, expertise, experience, commitment, workload, attitude, job description.
3. State the goal & expectations.
4. Be clear about parameters, i.e. the due date and budget.
5. Use the feedback loop to ensure clear communication occurred.
6. Identify resources & any training.
7. Provide precautions to prevent problems.
8. Outline authority.
9. Monitor progress. Discuss updates/progress reports.
10. Follow up to make sure the project is completed successfully.
11. Evaluate and provide feedback.
12. Give credit where credit is due.

Concluding

1. Successful leaders have developed their delegation skills.
2. Take the time to keep this skill finely tuned and in use!
3. Delegate for your organization's benefit and the benefit of the team players.



“Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.”

– *General George Smith Patton, Jr. US. Army Officer*

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Delegation

Delegating helps managers make best use of their time. It also gives individuals opportunities to develop.

Delegation self-assessment

This questionnaire will help you assess how well you delegate tasks to your team.

Taking each pair of statements in turn, circle the number which is most representative of your attitude and behaviour. 1 and 5 are closest to the different statements, 2 and 4 less close but still reflect your behaviour. 3 is the middle between the two statements.

Be honest! Do you:

Delegate tasks to ease the workload	1 2 3 4 5	Prefer to do the work yourself
Show confidence in staff to complete tasks	1 2 3 4 5	Lack confidence in staff to complete tasks
Allow staff to undertake delegated work in their own way	1 2 3 4 5	Prefer to check on how staff complete the task
Know everyone in your team well in terms of their strengths and weaknesses	1 2 3 4 5	Not know people in your team well
Give clear instructions when delegating	1 2 3 4 5	Find that people refer back to you with questions when you have delegated a task
View delegation as an opportunity to develop individuals	1 2 3 4 5	View delegation as means of getting the task done
Provide training to inexperienced staff in new skills to undertake a task	1 2 3 4 5	Prefer not to delegate tasks to inexperienced staff
Agree a completion time for the task and review as appropriate	1 2 3 4 5	Expect staff to complete the task as soon as possible
Tell your staff and other people what authority they have when delegating a task	1 2 3 4 5	Neglect to tell staff and other people their level of authority
Set standards appropriate to the task	1 2 3 4 5	Set high standards irrespective of the task
Tolerate mistakes, recognizing that people learn through them	1 2 3 4 5	Expect delegated work to be error-free
Balance the workload of your staff	1 2 3 4 5	Delegate work to certain individuals in the team more than others

Identify the tasks you should <i>not</i> delegate	1 2 3 4 5	Prefer to delegate as much work as possible
Consider the effects of delegating unpleasant or tedious tasks on the team	1 2 3 4 5	Think that unpleasant tasks are best delegated
Ask for information on your staff's workload and schedules before delegating	1 2 3 4 5	Consider that work that you delegate should take priority
Think about the amount you should delegate to your staff in terms of their workload and yours	1 2 3 4 5	Think more about your workload than your staff's
Give feedback to staff, both positive and negative, when they have completed a task	1 2 3 4 5	Prefer not to give immediate feedback

Now add up the scores you circled. Total

How to interpret your score

- 34 or under You delegate tasks well. The balance of your delegated tasks is good. You recognize that delegation provides a learning opportunity for your staff.
- 35 or over Your delegation could be improved. Your staff may see you as 'dumping' tasks rather than delegating. You need to recognize that delegation provides an opportunity for you to be more effective as well as to develop your staff.

Look back over those statements where you have given high scores. Decide what actions you can take to better manage your and your team's time.

Tips on how to delegate

- Plan it.
- Clarify what is required.
- Explain what is to be done and why.
- Explain what the results should be.
- Say what authority they have.
- Tell others what authority has been given.
- Allow discretion as to time and method.
- Check progress at agreed intervals.
- Be prepared for mistakes.
- Give feedback, both positive and negative.
- Provide support – you are still responsible.

RECOMMENDED READING

Blanchard, Kenneth and Johnson, Spencer (1983) *The One Minute Manager*,
Fontana/Collins, London

Assess Your Delegation Abilities

1. Read each pair of statements.
2. Circle the number which is most representative of your behavior.
3. One and five are closes to the different statements. Two and four are less close but still reflect your behavior. Three is in the middle of the two statements.
4. Add up your total score. Keep in mind, growth requires honesty!

Delegate tasks to ease the workload	1 2 3 4 5	Prefer to do the work yourself
Show confidence in staff to complete tasks	1 2 3 4 5	Lack confidence in staff to complete tasks
Allow staff to undertake delegated work in their own way	1 2 3 4 5	Prefer to check on how staff completes the task
Know team members strengths and weaknesses	1 2 3 4 5	Do not know people in your team well
Give clear instructions when delegating	1 2 3 4 5	Find that people refer to you often with questions when you have delegated a task
View delegation as an opportunity to develop individuals	1 2 3 4 5	View delegation as means of getting the task done
Provide training to inexperienced staff in new skills to undertake a task	1 2 3 4 5	Prefer not to delegate tasks to inexperienced staff
Agree to a completion time for the task and review as appropriate	1 2 3 4 5	Expect staff to complete the task as soon as possible
Tell your staff and other people what authority they have when delegating a task	1 2 3 4 5	Neglect to tell staff and other people their level of authority
Set standards appropriate to the task	1 2 3 4 5	Set high standards irrespective of the task
Tolerate mistakes, recognizing that people learn from them	1 2 3 4 5	Expect delegated work to be error-free
Balance the work load of your staff	1 2 3 4 5	Delegate work to certain individuals in the team more than others

Identify the tasks you should <i>not</i> delegate	1 2 3 4 5	Prefer to delegate as much work as possible
Consider the effects of delegating unpleasant or tedious tasks on the team	1 2 3 4 5	Think that unpleasant tasks are best delegated
Ask for information on your staff's work load and schedules before delegating	1 2 3 4 5	Consider that work that you delegate should take priority
Think about the amount you should delegate to your staff in terms of their work load and yours	1 2 3 4 5	Think more about your workload than your staff's
Give feedback to staff, both positive and negative, when they have completed a task	1 2 3 4 5	Prefer not to give immediate feedback

Add up the scores you circled. Total: _____

Why Delegate?

- To ease the workload
- Increase productivity
- Reach organization's goals
- Discover new skills from team
- Provide learning opportunities
- Show confidence in staff
- Develop skillsets of staff
- Empower staff
- Allow staff to contribute
- Build team spirit
- Share credit
- Build loyalty and trust

Tips on How to Delegate

- Plan it.
- Explain what is required, the goal and the "why".
- Explain expected results.
- Provide parameters.
- Use the feedback loop to ensure clear communication.
- Grant authority.
- Communicate that authority.
- Allow discretion for as to method. (Leave the "how" to them.)
- Do not micromanage.
- Do not take back, once delegated.
- Check progress at agreed intervals.
- Allow mistakes.
- Give feedback, positive and negative.
- Give credit where credit is due.

*Under 34 you delegate well.
Over 35 time to develop more*