



DELEGATION*

There are tools within this tool to use and apply as appropriate.

Make yourself let go. As a manager/leader move beyond, "It's faster if I do it" and "I know more than they do".

- To "let go" means to build trust and relationships.
- To "let go" means build skills and bench strength.
- To "let go" is to not control another.
- To "let go" is to allow learning from consequences.
- To "let go" means to check periodically and not to abandon.
- To "let go" is to let them make the most of the opportunity.
- To "let go" is to provide the "what", then let them decide the "how"****.
- To "let go" is a vote of confidence.
- To "let go" is to die to ego.
- To "let go" is to paint a picture of what they can become.
- To "let go" is to fear less and trust more.

**** If they don't know "how" then teach them.

Ask, don't tell.

- What do you think should be done?
- What do you think lead to this problem?
- What are the pluses and then minuses of what you are proposing?
- How have others handled this in the past?
- How will this affect others in the company?

Why delegate? You gain time to think, have shorter hours, accomplish more.

Delegation motivates others and gives them a chance to develop. Tip: Don't just delegate the "junk" stuff.

Why is delegation often ineffective? One of the most common problems with delegation is incomplete or cryptic up front communication which leads to frustration, a job not well done the first time, rework, and a reluctance to delegate next time. Poor communication and being rushed costs you more time later.

How do you delegate, save time and assure results? Replicate these eight steps below with spaces to fill in and then give them a copy to fill out as you discuss the project. Request a filled out copy for yourself. Also if someone is delegating a project to you, pull out the eight steps and fill in the blanks.

1. What does the outcome look like?
2. When do you need it by?
3. What's the budget?
4. What resources do they get? (Link them to the people and resources they need. Such as, "You need to talk to...")
5. What decisions can they make?
6. What decisions do they need to check with you on?
7. Do you want check points along the way? (You should have some.)
8. How will we both know and measure how well the task is done? (Be specific.)

More what and why, less how. The best delegaters are crystal clear on what and when and more open on how. People are more motivated when they can determine the how for themselves. Inexperienced delegaters include the hows which turns the people into task automatons instead of an empowered and energized staff.

What to delegate? Delegate as much as you can along with the authority to do it. Delegate more whole tasks than pieces and parts. People are more motivated by complete tasks. A good question to ask: What do I do that you could help me with? What do I do that you could do with a little help from me? What do I do that you could do by yourself? What do you do that I could do faster and more effectively?

Who to delegate to? To those who can do it and those who can almost do it. If they can't do it, is it because they don't have the aptitude? Is it because of lack of training?

How can you cultivate independent thinking? Ask them think in terms of rating their problems. The goal is to move many problems to a four.

1. A one means the manager solves the problem.
2. A two means the manager tells you how to solve it and you follow up.
3. A three means you propose a solution and ask of the manger's approval.
4. A four means you take action and tell the manger afterwards.

* A portion of this is from FYI, by Lominger