



## Effective Delegation

“A problem shared, is a problem halved” apply this now to ‘getting the job done’. Delegating to the lowest possible level will allow you to deliver in an effective and efficient way.

If you are a manager, supervisor or project leader you can follow the steps below to delegate with confidence... then you can focus of the tasks that really need your expertise.

### ➤ **Decide which tasks can and/or should be delegated**

Review the workload and priorities. Consider the skills and knowledge essential for success. Identify those which you can and should delegate.

### ➤ **Be clear about what you want to achieve**

Define specifically what you want accomplished (outcome) and by when; what standards are needed (Rolls Royce or something less); what authority will be needed to deliver the task; how you will assess or measure progress and how you will know when the task is complete.

### ➤ **Decide who you will ask to deliver this task**

Think about how you can excite people to deliver exceptional results. Is this something you want to give to someone who is fully experienced in the task or is this going to be a development opportunity for somebody. Remember, people will respond to a challenge.

### ➤ **Communicate the task clearly**

You must communicate clearly what you want accomplished and by when; the outcomes; the standards to be applied; the extent of authority being delegated; and progress and success measures to the person to whom you are going to delegate. Agree any training that is necessary for the task. Remember, you are delegating but you still have responsibility for the end result.

### ➤ **Allow people to take ownership of the task**

Unless you need the job done in a specific way e.g. a laid down process, let the person you delegate to suggest ways of doing it. Your people will have skills and knowledge they can bring to a task. You may be surprised by the ideas and innovations that surface. Allowing people to use their initiative is a great motivator. Agree progress milestones to ensure the task is on track.

### ➤ **Set Deadlines**

Agree deadlines for achievement of milestones and for completing the task.

### ➤ **Check Understanding**

Before stepping back, check there is common understanding of what needs to be done.

### ➤ **Let Go but offer Support.**

Now you have confirmed understanding, let them get on with the job. Do bear in mind that mistakes can and do happen; help them learn from the experience and be prepared to support them.

### ➤ **Review Progress Regularly**

Agree and diary regular review meetings – safeguard these dates. Review progress, any barriers to progress and any help needed; this way you can resolve problems early and get things back on track quickly. Keep up to date informally.

### ➤ **Recognise Good Work**

Praise good work as the task progresses. Make sure you give people due recognition for what they are doing. Celebrate success when the task is complete.