



Effective Delegation

Washington Association of County Officials

Developed and presented by
Challenge-Discover-Learn

An example of how you've used delegation:

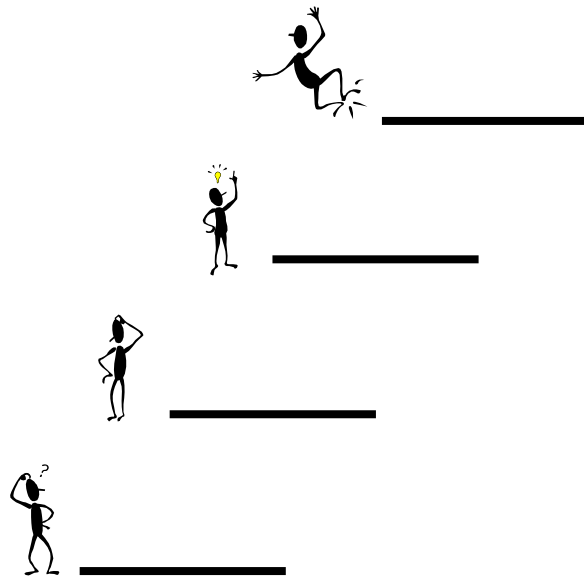
Rate yourself as a Delegator

Poor Great
1 2 3 4 5

Your definition of Delegation

Concerns about delegating

Readiness Levels



The role of the supervisor, or leader, is to get work accomplished with, and through, others.

The secret to leadership success is to remember that effective leadership is a responsive activity that is directly dependent on the individual whom you are working with and their readiness to produce the desired outcome on an assignment. There is a difference between "delegating" and "giving out" work. In delegating, followers are given results to achieve; they plan their own method of working, make the biggest decisions of which they are capable, and exercise control over resources.

Inherent with that definition is that the follower to whom the task is given *has the skills, knowledge and overall readiness* to successfully complete the delegated task.

What are some tasks or projects your team members are currently expected to complete?

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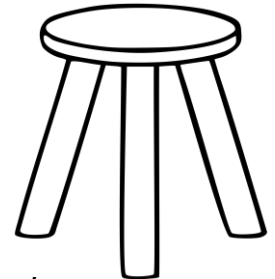
Delegation: A Key for Success

Precisely what do we do when we delegate? We transfer to someone else a portion of our authority and responsibility. However, we retain the accountability for seeing that the assignment is carried out.

AUTHORITY: *Power to make decisions, take action and give orders*

RESPONSIBILITY: *Duties of position*

ACCOUNTABILITY: *Having to answer for results*



These key pillars of effective delegation are supported by effective communication skills along with the support required for a successful outcome.

Delegation

Task Assignment

EFFECTIVE DELEGATION ALLOWS YOU TO:

1. Multiply your efforts.
2. Expand your limits.
3. Accomplish goals with, and through, other people.
4. Get work done.
5. Assign responsibility for results.
6. Grant authority to make decisions.
7. Establish accountability - how well the work must be done.
8. Have more time for the work of management.
9. Reduce your stress.
10. Reduce your workload.
11. Uncover follower's true capabilities.
12. Judge follower's potential for growth.
13. Provide opportunities for them to learn.
14. Motivate people through involvement and develop commitment to work.
15. Release productive energy toward the organization.

Many supervisors hesitate to delegate because they believe that a decision is out of their hands once they ask a follower to do it. Not to worry. There are many "levels" of delegation. Here are "*Six Degrees of Delegation*" suggested by W. H. Nesbitt of Westinghouse Electric Corporation:

1. Take action -- no further contact with me is needed.
2. Take action -- let me know what you did.
3. Look into the problem--let me know what you intend to do; do it unless I say not to.
4. Look into the problem--let me know what you intend to do; delay action until I give approval.
5. Look into the problem--let me know the alternative actions, including the pros and cons of each, and recommend one for my approval.
6. Look into the problem--give me all the facts; I will decide what to do.

You decide which degree is appropriate to the situation. Consider such factors as your personality, the personality and capability of the follower, the nature of your relationship with the follower, the type of work or problem at issue, the time available, and the amount of top management interest in the matter.

Delegation is the entrusting of an activity to another person. Delegation means giving another the right to make our decisions for us. Within this context we see the elements of risk that cause many supervisors to shy away from delegation. By treating the transaction as a "legal contract" the risks can be minimized. **A good "contract" should contain the following provisions:**

Define the importance.

Define results wanted.

Define authority.

Agree on the time frame.

Ask for and provide feedback.

Set up controls.

Tools for Delegation

Your to-do's

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| | |

SMART goal setting

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Covey's Habit 4: Think _____ - _____

What to delegate:

What NOT to delegate:

Your Delegation Template

Select the right person

Grant sufficient authority-responsibility-build in accountability

Maintain a feedback loop

Corrections-make it a learning experience, not a demeaning/punishing one

Trust - build in check-points (tie back to Situational Leadership)

Reward performance

Watch out for Reverse Delegation



But, I'm a single contributor - how do I delegate?

Tips for Success

Key factors in positive delegation

Traditional delegation – assign duties, grant authority, and create accountability

Effective and positive Delegators maintain psychologically stimulating work environments, and build others within the work team. They engender feelings of achievement and satisfaction on the part of employees. These factors combined with the traditional elements amount to what is termed Positive Delegation

Ergo: get results AND enhance employee motivation

Your Delegation Plan

Craft a targeted delegation plan. Be prepared to share in your consulting groups

What are you delegating?

To whom?

Their readiness:

Authority:

Responsibility:

Accountability:

Communication plan:

Is picture (outcome) the same for both? How do you know/verify that?

Closing

What's one action you'll do differently when delegating