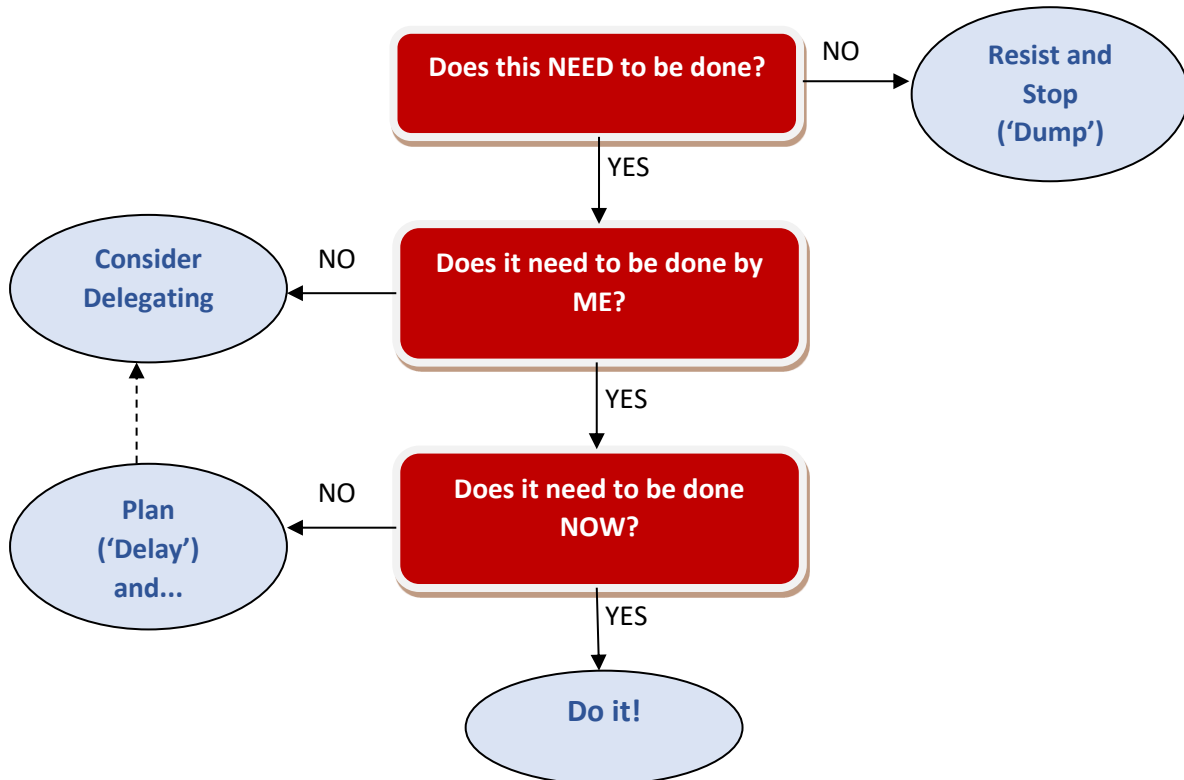




Delegate!

Identify what you **COULD** delegate



Aim to delegate tasks that:

- Are routine.
- Are not critical.
- Are within the technical ability of others.
- Have clear parameters and guidelines.
- Provide development opportunities for others.
- Are not time critical.

Avoid delegating tasks that:

- Are beyond the ability of others.
- Require your authorisation regularly.
- Are confidential or sensitive.
- Rely on your internal knowledge or experience.
- Are not clearly defined or constantly changing.
- Relate to your people management duties.



How to Delegate

Decide

- Identify what you will delegate. All or part of a task for example.
- Select the best person to delegate to and consider why this person is the best choice.

Explain

- Provide a context about the task and how it fits in to the bigger picture so that people can see the value.
- Identify why completing this task is beneficial to the individual as well as for you and the organisation.

Lay out

- Exactly what is required in terms of output/results.
- Discuss the levels of authority, responsibility and accountability that are associated with completing the task.

Encourage Discussion

- Ask the person for their ideas about how they complete the task. provide advice as necessary.
- Answer any questions that the person has, and deal with any concerns that they have. never force someone to take on a delegated task that they don't want to.

Gain Agreement

- Agree the levels of authority, timescales, milestones (if appropriate) and outcomes.
- Clarify who will do what, and if there are any pre-requisites that you must do in order to give the person the best chance of success (e.g. provide training, inform people in other departments).

Allocate Resources

- Ensure that the person has everything that need to complete the task. This may include physical things like passwords, but it could also mean support or time away from other duties.
- Provide support as required and agreed.

Tell Others

- It is important that others in the team (and possibly in other departments) know that this person is completing a task/project on your behalf. They should be asked to deal with them as they would you.

Evaluate

- Monitor progress throughout (for large projects, set up a schedule of reviews) and give regular feedback.
- Once the task is complete, formally review how things went, and identify learning points for you and the individual that can be put into action next time.