



The Right Attitudes

- **Personal Security** A possible insecurity may be the fear of doing yourself out of a job
- **Risk Taking** Potential for development includes the possibility of an imperfect outcome
- **Trust** Is the quality of the bridge between us even after a serious shortfall in results
- **Commitment to the growth of others** The belief that others will achieve more than we have done
- **Prepared to give commensurate authority** Need to give away authority along with task and communicate that this has happened
- **Holding people to account** With delegated authority comes accountability and is a learning tool.
- **Accepting Responsibility** The buck stops where the authority has been given.

Two Principal Skills in Delegation

1. Matching People and Tasks

- Make sure they are not a square peg in a round hole
- If motivation is low, they will not endure for long
- Show how the task fits into the bigger picture to secure greater motivation
- If they are over qualified they may become bored or careless

2. Communication

- Important, not only to outline the job but to describe the end result
- State clearly what is to be achieved but not focus too much on how to do it
- Purpose, goal and standard are paramount, not the process and method
- The delegatee must go away with the same picture in mind as the delegator
- An interim review process may need to be agreed
- There needs to be a debriefing session afterward including lessons learned and thanks expressed

Degrees of Delegation

1. Please do the initial research, I'll decide
2. Give me the strengths and weaknesses of the options. I'll decide.
3. Recommend actions for my approval
4. Let me know what you want to do. Wait for my approval.
5. Let me know what you want to do. Do it, unless I say otherwise.
6. Take action. Please keep me informed
7. Take action. Bring any problems to me and we'll discuss them.
8. Take action. No feedback is necessary; it's entirely in your court.

Reasons for not delegating (Discuss with mentor)

Tick if applicable

1. I don't want them to think I am lazy.	
2. I can't afford mistakes in this type of work.	
3. Their skill levels are not high enough.	
4. There isn't time to delegate. I can do it quicker myself.	
5. They might let me down.	
6. I enjoy doing this myself.	
7. They are already too busy.	
8. I like to lead by example.	
9. It's my job.	
10. I'd like the credit for doing a proper job.	
11. They might do it better than me.	
12. Poor selection of the appropriate person in the past.	
13. My inability to balance workloads.	
14. My delegation skills are weak.	
15. I assume that the most competent person is the right person.	

Delegation Guidelines

	Do	Don't
1.	Plan	React
2.	Spend time thinking about matching people and jobs	Grab the nearest available person
3.	Emphasise the end result and standards	Give too much detail about how
4.	Give self contained jobs to individuals	Ask lots of people to do it, in the hope that somebody might
5.	Agree clear deadlines	Say, "as soon as possible"
6.	Communicate fully	Resent the time spent in communication
7.	Give commensurate authority	Give jobs without authority
8.	Expect questions and dialogue	Talk too much yourself
9.	Show how the task integrates into the bigger picture	Give isolated, unconnected tasks without details about the context
10.	Review progress regularly	Wait for post-mortem or breathe down necks
11.	Be available	Take the job back
12.	Go direct to the person for an update	Ask others how the job is progressing
13.	Give credit for the successes	Want the glory
14.	Take the rap	Dump the blame
15.	Delegate	Abdicate

