

DELEGATION SUMMARY

Summary from Bryn Hughes, Leadership Toolkit



cpas



GROWING
LEADERS

The Right Attitudes

- **Personal security** Without this you may feel insecure and fear you may do yourself out of a job. When we are secure we are delighted that someone actually does a better job than we could have done.
- **Risk taking** It is unlikely the person will initially do as good a job as you, and therefore the outcome may not be as good as you would like, but without taking risks the person will never develop.
- **Trust** Once we have delegated something we need to trust the person to get one with it. Constantly looking over their shoulder is unhelpful, and is often fuelled by a need to be in control.
- **Commitment to the growth of others** We delegate so others may grow and the work may multiply. Ultimately we want them to do better than ourselves.
- **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. We don't abandon them, but ensure there are appropriate ways of monitoring how things are going.
- **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

- It is important not only to outline the job but to describe the end result.
- State clearly what is to be achieved but don't focus too much on how to do it. If you do this you will stifle creativity, their own unique way of doing something.
- 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