**Successful Delegation**

Using the Power of Other People’s Help

**How to Delegate**

Start by specifying the outcome you desire to the people you trust to deliver it. Establish controls, identify limits to the work and provide sufficient support, but resist upward delegation. Keep up to date with progress, and focus on results rather than procedures. Finally, when the work is completed, give recognition where it’s deserved.

Even "Super You" needs help and support. There is no shame in asking for assistance. Push aside the pride and show respect for the talent others can bring to the table.

And, remember that there is no such thing as a single-handed success: when you include and acknowledge all those in your corner, you propel yourself, your teammates and your supporters to greater heights.

– Author Unknown

Do you feel stressed and overloaded? Or that your career seems stalled? If so, then you may need to brush up your delegation skills!

If you work on your own, there’s only a limited amount that you can do, however hard you work. You can only work so many hours in a day. There are only so many tasks you can complete in these hours. There are only so many people you can help by doing these tasks. And, because the number of people you can help is limited, your success is limited.

However, if you’re good at your job, people will want much more than this from you. This can lead to a real sense of pressure and work overload: you can’t do everything that everyone wants, and this can leave you stressed, unhappy, and feeling that you’re letting people down.

On the positive side, however, you’re being given a tremendous opportunity if you can find a way around this limitation. If you can realize this opportunity, you can be genuinely successful!

One of the most common ways of overcoming this limitation is to learn how to delegate your work to other people. If you do this well, you can quickly build a strong and successful team of people, well able to meet the demands that others place. This is why delegation is such an important skill, and is one that you absolutely have to learn!
How Should You Delegate?

Use the following principles to delegate successfully:

1. Clearly articulate the desired outcome. Begin with the end in mind and specify the desired results.

2. Clearly identify constraints and boundaries. Where are the lines of authority, responsibility and accountability?
   - Should the person:
     - Wait to be told what to do?
     - Ask what to do?
     - Recommend what should be done, and then act?
     - Act, and then report results immediately?
     - Initiate action, and then report periodically?

3. Where possible, include people in the delegation process. Empower them to decide what tasks are to be delegated to them and when.

4. Match the amount of responsibility with the amount of authority. Understand that you can delegate some responsibility, however you can't delegate away ultimate accountability. The buck stops with you!

5. Delegate to the lowest possible organizational level. The people who are closest to the work are best suited for the task, because they have the most intimate knowledge of the detail of everyday work. This also increases workplace efficiency, and helps to develop people.

6. Provide adequate support, and be available to answer questions. Ensure the project's success through ongoing communication and monitoring as well as provision of resources and credit.

7. Focus on results. Concern yourself with what is accomplished, rather than detailing how the work should be done: Your way is not necessarily the only or even the best way! Allow the person to control his or her own methods and processes. This facilitates success and trust.

8. Avoid "upward delegation." If there is a problem, don't allow the person to shift responsibility for the task back to you; ask for recommended solutions; and don't simply provide an answer.


10. Establish and maintain control.

   - Discuss timelines and deadlines.
   - Agree on a schedule of checkpoints at which you'll review project progress.
   - Make adjustments as necessary.
   - Take time to review all submitted work.

In thoroughly considering these key points prior to and during the delegation process you will find that you delegate more successfully.
When to Delegate

Delegation is a win-win when done appropriately, however, that does not mean that you can delegate just anything. To determine when delegation is most appropriate there are five key questions you need to ask yourself:

- Is there someone else who has (or can be given) the necessary information or expertise to complete the task? Essentially is this a task that someone else can do, or is it critical that you do it yourself?
- Does the task provide an opportunity to grow and develop another person's skills?
- Is this a task that will recur, in a similar form, in the future?
- Do you have enough time to delegate the job effectively? Time must be available for adequate training, for questions and answers, for opportunities to check progress, and for rework if that is necessary.
- Is this a task that I should delegate? Tasks critical for long-term success (for example, recruiting the right people for your team) genuinely do need your attention.

If you can answer "yes" to at least some of the above questions, then it could well be worth delegating this job.

Tip:

Other factors that contribute to the delegability of a task include:

1. The project's timelines/deadlines.
   - How much time is there available to do the job?
   - Is there time to redo the job if it's not done properly the first time?
   - What are the consequences of not completing the job on time?

2. Your expectations or goals for the project or task(s), including:
   - How important is it that the results are of the highest possible quality?
   - Is an "adequate" result good enough?
   - Would a failure be crucial?
   - How much would failure impact other things?
To Whom Should You Delegate?

The factors to consider here include:

1. The experience, knowledge and skills of the individual as they apply to the delegated task.
   - What knowledge, skills and attitude does the person already have?
   - Do you have time and resources to provide any training needed?

2. The individual’s preferred work style.
   - How independent is the person?
   - What does he or she want from his or her job?
   - What are his or her long-term goals and interests, and how do these align with the work proposed?

3. The current workload of this person.
   - Does the person have time to take on more work?
   - Will you delegating this task require reshuffling of other responsibilities and workloads?

Tip:
When you first start to delegate to someone, you may notice that he or she takes longer than you do to complete tasks. This is because you are an expert in the field and the person you have delegated to is still learning. Be patient: if you have chosen the right person to delegate to, and you are delegating correctly, you will find that he or she quickly becomes competent and reliable.

Benefits of delegation

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<tr>
<th>STAFF</th>
<th>MANAGER</th>
<th>ORGANIZATION</th>
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<tr>
<td>Develop knowledge and skills.</td>
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<tr>
<td>Gain confidence in one’s own ability.</td>
<td>Have more competent staff.</td>
<td>Business done smoothly.</td>
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<tr>
<td>Get more motivated.</td>
<td>Improve relationship with staff.</td>
<td>Friendly working atmosphere.</td>
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