

## DELEGATION TIP SHEET

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- You may delegate for any number of reasons, such as:
  - It is that person's job.
  - To provide someone with a developmental opportunity.
  - To free yourself up for higher impact tasks.
  - To manage workloads.
- If you are someone who has a hard time delegating, make a list of your work activities with the intention of finding tasks that could suitably be delegated to others.
- Classify activities into one of three categories: a) only you can do, b) you or others could do, or c) others must do.
- When delegating an assignment, clarify the expected outcomes by including:
  - How the assignment fits into the big picture. This can provide many people with motivation, by understanding the contribution they are making to the organization.
  - The level of quality required. Does it need to be perfect? Are you just looking for a rough draft?
  - The deadline (and any milestones that will be reached along the way)
  - Guidelines
  - Required reports along the way
- Delegate some tasks designed to stretch or challenge team members. This is critical for professional development, and helps to keep people engaged and feeling as though they are growing in their careers.
- When delegating for developmental reasons, make sure to include adequate time for corrections, coaching, and multiple drafts of the assignment.
- In general, keep timelines reasonable. Nobody wants to be "dumped on" at the last minute because you didn't manage your time or workload appropriately. Get out ahead of items so that everyone can do their best work in the least stressful environment possible.

- If you are delegating based on strengths, consider the experience, skill, knowledge, values, motivation, attitudes and style of working so that the responsible person can work relatively autonomously to get the job done.
- Take into account the needs of the person to whom you have delegated the work. Is she a self-starter who can work with a lot of latitude? Does he need a lot of coaching and oversight? Increase the odds for success by tailoring your leadership style accordingly.
- Ask for the individual's perspective on how the task should be accomplished. Remember that just because he or she wouldn't do it exactly as you would, that doesn't mean their approach isn't acceptable. Allow the individual to ask any questions before getting started.
- If multiple people are working together on a task, make sure the assignments and roles are clear. Have them written down so you can ensure a common understanding of who is responsible for what.
- Make yourself available as a resource. While you shouldn't jump in and take over when a problem arises, you can provide advice as needed.
- For long-term assignments check in regularly regarding progress (communicate how this will occur at the outset) to avoid unwanted surprises or dropped balls.
- Communicate your confidence in others' abilities to produce results. Provide positive reinforcement for a job well-done.