



Delegation



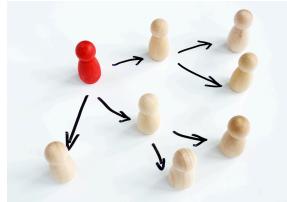
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Introduction

ABOUT



Delegation is one of the Big 5 Management Behaviors. Yet, it is one that many managers admit is something they do poorly, if at all.

This booklet will explain what delegation is (and isn't), why it is important to the company, the manager, and the employee, and how to delegate effectively.



What is Delegation



Delegation is intentionally assigning work usually done by the manager to an employee.

Managers delegate for 3 main reasons:

- To best use the company resources (people and time).
- To free up time to work on more important tasks.
- To develop the employee's skills and provide them opportunities to grow.
In some cases, this is an opportunity for the employee to prove they are ready for advancement.

Managers should not use delegation as a tool to get rid of her unpleasant tasks.

Why don't more managers delegate? There are a few common reasons:

- Managers believe it takes too long to delegate, it is just faster to do it themselves.
- Managers believe they can do it better.
- Managers don't want to give even more work to overloaded employees.

While those may all seem like great reasons, the next section explains why they are unacceptable.

Benefits of Delegation



The Situation

Jane managers a team and once a week she has to review timecards and sign off they are accurate. This task takes her 2 hours each time she has to do it. Jane's internal pay rate is \$50/hour.

Cost to Company

\$5,200/year
(\$100 x 52 weeks)



Jane decides to delegate the task to Jose. He is reliable, detail oriented and has expressed interest in becoming a manager someday. This is a good chance for him to learn one of the necessary skills.

Jose's internal pay rate is \$30/hour.

Training Period Costs

Jane - \$300 (\$50 X 6 hours)
Jose - \$360 (\$30 X 12 hours)
Total - \$660

Jane believes that it will take 4 weeks to train Jose on the process. While her involvement will go down each week, she estimates it will take at least 6 hours to train him.

In addition, it will take time for Jose to get proficient enough to do it in the same 2 hours that Jane took. Jane estimates that it will take Jose an average of 3 hours per week during the first month, then he should be able to do it in 2.

Jose Proficient Costs

\$2,880

(\$60 X 48 weeks)

Delegating accomplishes:

- **Jane saves the company \$1,660 for the year.**
- **Jane gets to spend her time on higher value projects.**
- **Jose becomes part of the company's manager bench.**
- **Jose becomes more valuable and more engaged.**

The Delegation Process



Step 1: Decide what to delegate and to whom

List all the regular tasks you do. Cross out the ones only you can do. For example, writing performance reviews for your team. Anything on the list that is not crossed out is something you could delegate.

Then think about your team. Who has expressed interest in becoming a manager someday and demonstrated they have the potential? Pick one and then think about their strengths and areas to develop.

With those 2 lists, you should be able to match the person with one of the tasks that you feel can be delegated. Collect all the information you need to delegate the task.

Step 2: Delegate the Task

Tell the person that you have a task for them.

Then set the expectation. Tell them the **Who** (them), **What** they will need to do, **When** it is due by, and **Why** it is being done. Let them know they will not do it perfectly the first time and that you will be there to help them along the way. Ask what questions they have for you.

Step 3: Check in

As this is a new task and you want them to succeed, check in periodically to see how they are doing. Ask this specific question: **What have you done so far?** This question is critical because you are familiar with the task, so you know what things need to be done. You'll be able to gauge progress as well as see if they are off track.

Step 4: Give Feedback

When the task is done, give feedback to let them know what they did well and where they can do better. This is critical to seeing them improve in the process.

Execute!



Now it is time to delegate. Follow the process and score how you did.

1. I have a list of repeated tasks that can be delegated.	1 point if Yes, 0 points if No
2. I have at least one person on the team for whom these tasks would help them develop.	1 point if Yes, 0 points if No
3. I prepared everything I needed to do and say before I delegated the task.	1 point if Yes, 0 points if No
4. I set the expectation - <u>who</u> will do <u>what</u> by <u>when</u> and <u>why</u>.	1 point for each of the W's you completed Maximum = 4 points
5. I didn't tell them the <u>How</u> (or at least I did as little of it as possible).	1 point if Yes, 0 points if No
6. I checked in on the individual asking the question "what have you done so far?".	1 point if Yes, 0 points if No
7. Once completed, I gave feedback (positive and negative).	1 point if Yes, 0 points if No

Maximum score = 10 points

Anything with 0 points for is an area on which to focus for improvement.

Delegation can be hard. It is hard to give up control. You will have to give yourself permission for something to not be perfect the first time. Once you do it well, you become a bigger asset to the company, you have more opportunities to grow, and you help your team grow.



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