



THE ART OF DELEGATION

DELEGATING TO OTHERS

Delegating to Others

Definition of Delegation

Delegation – *the transfer of an activity while retaining accountability for the outcome.*

This could include:

- Your employees
- Employees in other departments and CSCs
- Peers
- Contractors
- Anyone else who doesn't work for you

'Whys' and 'Why Nots' of Delegation

Why should we delegate?

Why don't we delegate?

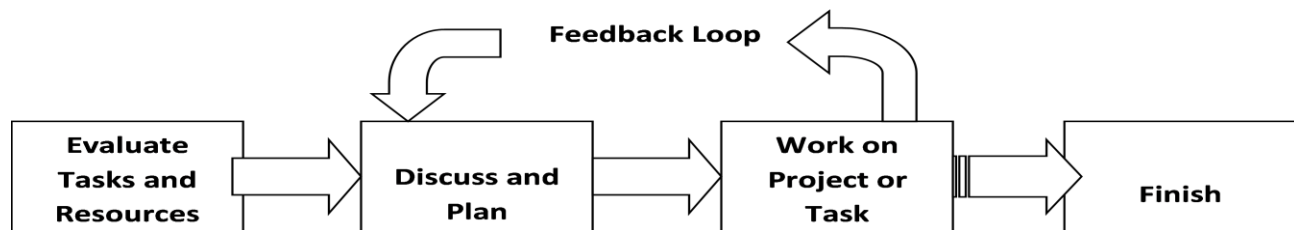
What are the consequences of not delegating?

Develop

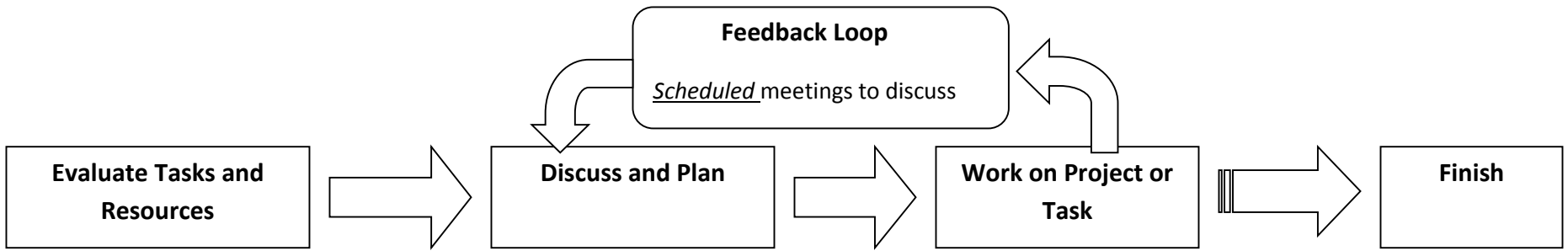
Skills

Accomplish a Task
or Activity

Delegation Model



Rule of Thumb – *the less your know (about the employee) the more time you need to spend following this delegation model*



- Skills needed?
- Who has (or would like to have) these skills?
- Does the deadline support someone new?
- How will the employee benefit from doing task?

- Discuss*
- Final outcome and client expectations
 - Budget – both time and cost
 - Risk

- Allow the employee to work on the task
- He/she may not do it

- Review*
- Evaluate the project outcome
 - Exchange feedback

Notes:

Covered for sample

Notes:

Who's my Resource?

These employees are all Investment Employees who have the technical skills and safety requirements to do your task. Each would do a great job in his/her own way. It's your decision to select the one who is best for your task.

Elaine

Elaine is a statistics person. She wants to know as much about a project as possible and she is a perfectionist.

Dave

Dave is a no-nonsense person who is straight to the point. He communicates with facts and figures. He likes to challenge the status quo.

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When it comes to data, Elaine is the go-to person. She asks for books and articles and she knows how to be successful.

Dave is a person who is always looking for the best way through a trial process. He likes to challenge the status quo (and all other considerations). He likes to challenge the status quo.

Bill

Bill is a by-the-numbers kind of guy. He follows established procedures whenever available and looks for the 'right way' to do things. It drives him crazy when people don't follow the rules. Bill is very organized – a file for everything and everything in its file. He is very thorough, reading everything that has gone on with projects he works on.

As a project manager, his implementation is usually on time and on budget, no more, no less.

Bill is in the office at 7:30 and leaves at 5:00 and needs advanced notice to change his schedule. If Bill needs to learn something new, he prefers step-action tables and structures assignments.

Mary

Mary is an extravert who loves the part of her job where she gets to schmooze with people. Her ability to get things done seems to come from her skills as a people-person (asking the right questions, negotiating, etc.). Mary is very intuitive and her enthusiasm is very contagious. She works very hard to make sure that everyone feels good about the decisions that are made.

Mary learns best by working with a group and discussing how to best do something.

On her last annual evaluation, Mary told you she was going back to school for her PhD. She needed to be in class every Tuesday and Wednesday nights, and asked you to not ask her to work on weekends (the only time she could work on her dissertation).

Delegation Process - Questions and Tips (continued)

If Your Concern is:

Just Remember:

Let resource work on the project

He/she isn't doing it like I would do it!

If the end product will be the same, on time, and on budget, it shouldn't be a problem; we learn best by doing. Besides, you never know what *you* might learn!

As the work is being done

I still don't +

... sessions; once you see the number of

Covered for sample

plan feedback

Feedback sessions must be scheduled

- ...
- Is the task on track to be completed on time and on budget? Why, why not?
- Is the resource sticking to his/her plan?
- Are there techniques you know that might help?
- Does the resource need help?

Finish the task or project

R&R costs little but is priceless

- Once the project/task has been completed, take some time for R & R (review and recognize);
- Review
- Evaluate the outcome and the process
- Provide feedback to each other – what went well, what could be better next time?
- Recognize
- Thank and reward
- Share the success