



# 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?

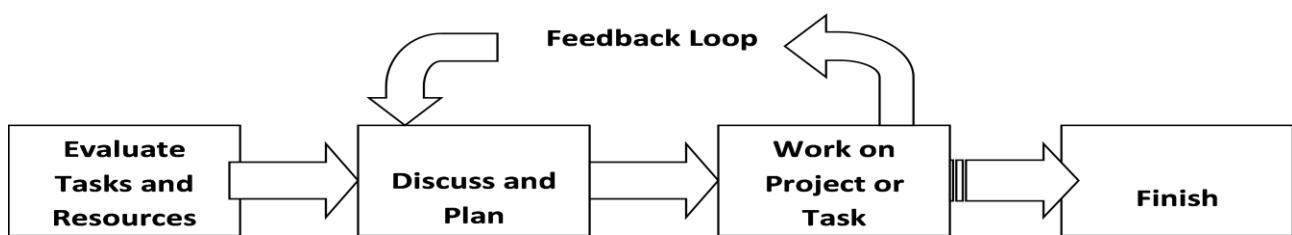
Why don't we delegate?

What are the consequences of not delegating?

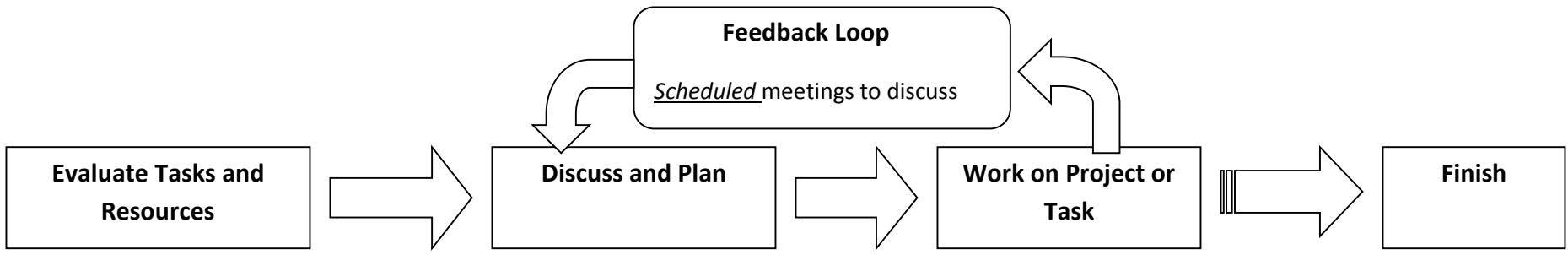
Develop  
Skills

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 the task?

#### Discuss

- Final outcome and client expectations
- Budget – both + -
- -

- 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

comes

**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 to perfection.

### **Dave**

Dave is a no-nonsense person who is straight to the point. He communicates with clarity and prefers to chit-

## **Covered for sample**

When...  
asks for books and...  
how to be successful.

... both feet  
considerations). He likes  
to find the best way through a trial process.

### **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*

**Evaluate  
the task  
and  
resources**

*Use these  
questions as  
you  
eval'*

- What skills are needed to do the job right?
- How essential is the task?
- How close is the deadline?
- Are there special safety requirements?
- Are there technical requirements?
- Is it a task that will be repeated in the future?
- Would it be seen as an opportunity to learn and develop?
- Who would be best suited to perform the task?

## Covered for sample

*ass...  
with thi...  
employee,  
consider the  
questions  
he/she  
might have  
differ from  
what you  
are thinking  
about.*

- How will ... result (what's the plan)?
- What issues do you want to know about immediately?
- How often should you meet to check progress? What specific dates?
- What are the risks of delegating this task/project?

- ... on this  
... flexibility is built into the  
timeline?*
- How do we communicate?
  - Why did you pick me?
  - What benefits will I get?

## Delegation Process - *Questions and Tips (continued)*

	<u>If Your Concern is:</u>	<u>Just Remember:</u>
<b>Let resource work on the project</b>	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 <i>you</i> might learn!
<i>As the work is being r</i>	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