

Delegation

Delegation is all about sharing responsibility and authority with others and holding them accountable for results.

Responsibility: the delegated assignment/task; note that the manager is still ultimately responsible for end results

Authority: freedom and support to make necessary decisions regarding the delegated assignment

Accountability: answering for actions, decisions, and ultimate results

Steps for Effective Delegation

Task Analysis

Determine which tasks are necessary, and of those, which could be delegated

Talent Analysis

Determine strengths and skills areas of employees as well as development areas, and consider workload when thinking about delegation potential

Aligning Tasks and Talent

Considering goals, interest and motivation, and current workload, identify assignments

Planning the Delegation

Consider and map out objectives, available resources, time parameters, methods, level of authority or control, and your expectations for communication and check-in, as appropriate

Communicating Expectations

Meet with the delegate, sharing your plan and expectations for the assignment, ensuring mutual agreement and understanding

Monitoring and Coaching

Follow up as agreed with communication and checking progress, providing feedback as necessary and supporting the delegate with coaching as appropriate

Results and Closing

At completion of the assignment, review results together reflecting on the process and lessons learned in addition to outcomes – share the credit with recognition