Effective Delegation

1. ***Define the task***
   Before allocating a job, it is important to define it properly.
   Defining the task will enable the person performing it to identify more clearly the high-level action points required.

2. ***Avoid partial delegation***
   Whenever possible, delegate a whole job and not just parts of it. Don't delegate tedious tasks without the stimulating and interesting ones.

3. ***Identify the action points***
   Be clear about the key goals that need to be accomplished.

4. ***Plan the delegation***
   Once you have identified the action points, you can set realistic and measurable timescales.

5. ***Identify the right person***
   Select someone who has the skills, knowledge and attitude to perform well. But beware! It is easy to delegate tasks to the same few people – the ones who haven't let you down in the past. The more you delegate to a wide variety of people, the more involved everyone will become.

6. ***Evaluate each high-level action point***
   By evaluating each action point in relation to the person you are delegating to, you can use your own experience to anticipate potential problems.

7. ***Identify training needs.***
   At this stage, you will be able to identify any training needs that will enable the person to complete the tasks to an acceptable level

8. ***Establish reporting links***
   Be clear about who the person will report to. If it is you, make sure you have allowed enough time in your own schedule to accommodate this.

9. ***Establish the scope of the delegation***
   Be clear about the limits of authority being delegated – and the responsibility this entails. Consider factors like financial sign-off, key decision making and work-flow changes.

10. ***Discuss the task with the individual***
    Create a comprehensive brief that details:
    a. The benefits for the individual in terms of their overall development.
    b. The definition of each action point by target date and amount of work hours it is likely to take.
    c. The key performance indictors that will be used to review the progress of the task.

d. The review process with dates and times.
e. Resources, support and guidance available.
f. What to do if things go wrong.

11. *Assess the progress of each task*
Ensure that each task is assessed at the agreed check-points, giving specific feedback, and covering positive points and areas of concern.

12. *Review performance*
Carry out performance reviews that are honest, and encourage feedback on each element of the delegation.

13. *Completion*
When the work is completed satisfactorily, be generous with rewards and praise. If the work is not completed satisfactorily. review how you might have managed the process differently with feedback from the person who carried out the delegated job.

www.aspina.com

aspina