

## **Reasons to Let Go of Preconceptions and Inhibitions and Start Delegating Today!!**

### **1. Your success as a manager depends on it!**

Managers who can successfully manage a team of workers – each of whom has specific responsibilities for a different aspect of the team’s performance – prove that they are ready for bigger and better challenges.

### **2. You can’t do it all!**

No matter how great a manager you are, carrying the entire burden of achieving your team’s goals by yourself is not in your interest unless you want to work yourself into a breakdown.

### **3. Your job is to concentrate your efforts on the things that you can do and your subordinates can’t.**

That’s why they are paying you the big bucks...to manage some of the more important elements of your organization’s focus. Give others the opportunity to handle the smaller details that are a time-consumer for you.

### **4. Delegation gets workers in the organization more involved.**

The more people you delegate to, the more flexible you can be. When others are given opportunity to do important work and do it well, they will strengthen your team. More skilled workers = a stronger team with more goals accomplished, both personal and organizational.

### **5. Delegation gives you the chance to develop others.**

You have an opportunity to gain an efficient and effective workforce...members who are truly empowered, turned on by their responsibilities and working as team players.

## **Six Steps of Delegating.**

### **1. Communicate the task.**

Describe exactly what you want done, when you want it done, and what end results you expect.

### **2. Furnish context for the task.**

Explain why the task needs to be done, its importance in the overall scheme of things and possible complications that may arise during its performance.

### **3. Determine standards.**

Agree on the standards that you will use to measure the success of a task's completion. These standards should be realistic and attainable.

### **4. Grant authority.**

You must give your subordinates the authority, not just the responsibility, necessary to complete the task without constant roadblocks or standoffs with other team members.

### **5. Provide support.**

Determine the resources necessary for the member to complete the task and then provide them. Successfully completing a task may require money, training, advice and other resources.

### **6. Get commitment.**

Make sure the member has accepted the assignment. Confirm your expectations and your subordinate's understanding of and commitment to completing the task.

## **Effective Monitoring of Delegation**

### **1. Tailor your approach to the person.**

If the appointee is able to perform with minimal supervision, then establish a system of monitoring with only a few, critical checkpoints along the way. If you are working with someone who is new and inexperienced to the task, create a system that incorporates lots of checkpoints along the way to goal completion.

### **2. Use some kind of system for tracking the tasks that are assigned.**

Establish reporting dates and meeting or telephone appointments.

### **3. Keep the lines of communication open.**

Make sure your appointee knows that you want them to let you know if they run into a stumbling block. Find out whether they need more training or better resources.

### **4. Follow through on the agreements you make with those assigned tasks.**

If a report is late, find out why. Because we are a volunteer organization there is always a temptation to let failures slip, but ignoring them may create more problems. Make sure the delegate understands the importance of taking personal responsibility for her work and her commitment to achieving the larger goal.

### **5. Reward performance that meets or exceeds your expectations, and counsel performance that falls below your expectations.**

If others don't know when they fail to meet your expectations, then they may continue to fail to meet your expectations. Bring attention to both the good things and the less-than-good things that your subordinates do. Those who do good things are usually rewarded with more responsibility. Those whose actions aren't quite as good can be handled through performance evaluations for future reference.

*Management* by Ricky W. Griffin (Texas A&M University), 1984

*Managing for Dummies* by Bob Nelson and Peter Economy, 1996