DELEGATION

Delegating takes skill - conceptual and human relations skill. It requires adhering to a systematic procedure. It should be well planned to the extent that the task has been analyzed, the delegate specifically chosen, the proper amount of authority assigned with the task, and the systems set up for follow up.

The following steps provide you with a more systematic approach to delegating and suggestions on improving your delegation skills.

1. **Analyze the Task to be Delegated.**
   Determine the knowledge and skills required to do the task and what authorities must be delegated with it. Understand the leader cannot delegate his/her own tasks and responsibilities.

2. **Select the Delegate(s).**
   Choose the individual(s) based on their knowledge and skills in the subject matter of the task. Be sure to take into consideration other current responsibilities of the delegate(s). Does the task provide an opportunity for the delegate to further develop his/her own skills or knowledge?

3. **Discuss the Task with the Delegate.**
   The importance of this step is to be sure the delegate has a clear understanding of how, why, what, and when involved with the task.

   - Be sure the proper authority lines are made clear - complete authority vs. limited authority.
   - The degree of authority given is related largely to the amount of control that you want to maintain.
   - Be sure that controls are set reasonably enough to allow the delegate freedom to manage the task without being overwhelmed by responsibility and authority beyond his/her capabilities.

4. **Coach the Delegate.**
   View the delegation process as a chance to provide ongoing development of members. Be available to give suggestions and provide encouragement for any new undertakings. Be open to new ideas or suggestions from the delegate.

5. **Follow-Up.**
   Set follow-up controls at appropriate intervals. You will want to monitor the process of the task to take any corrective action necessary to meet or revise the objectives. Keep in mind that you delegate the authority involved in the task and not the full responsibility.

6. **After Delegating**
   - Be supportive and keep communication open
   - Identify resources
   - Let the person do the work – do not take over
   - Be tactful about mistakes
   - Say thank you
   - Demand excellence