



Effective Delegation

Checklist

Delegation is not about dumping tasks you don't want to do! It is about finding ways of fairly developing as many of your team as you can. So, when deciding and then delegating, care needs to be taken about the presentation of the task to the individual. Here's a checklist to help

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- ◆ Understand that you get from others as much or as little as you expect to
- ◆ *Make sure you give praise and credit on every occasion that it's due*
- ◆ Speak your intent to the individual. And, this intent is to develop their skills and “slightly challenge” them to perform beyond their current level
- ◆ *Discuss their current workload – if you don't do this, then it will certainly appear that a “dumping” is in progress! You might even have to help the individual delegate some of their tasks to others (if applicable)*
- ◆ Put the task into context – this means you show how it fits into the wider picture. This helps the individual understand why this task is being completed; and helps avoid errors being made because too narrow a focus is being used
- ◆ *Agree results and standards to be reached – and this doesn't simply mean telling the person how to do something. It's about setting a framework within which they can complete the task in their own manner*
- ◆ Discuss and agree a time limit – and this needn't be the overall limit – it can be a time limit you have set for the specific task i.e. if you had to complete a report for your boss by next Tuesday – and were asking another member of your team to complete it for you – you wouldn't set them a time limit of Monday night! Equally, detail the authority (and limits to this) within which this person can operate
- ◆ *Agree interim “checkpoints” if appropriate – this allows you to remain aware of progress without looking over the person's shoulder throughout the process*
- ◆ Genuinely invite – and answer – the individual's questions. Accept too that, after this person has thought through the task in more detail, you may well have to repeat this step of the process
- ◆ *From all of the above, summarize the agreed, detailed guidelines for the completion of this task*
- ◆ Define your role as a “help when needed” and the ways in which you will provide any “assistance” required or requested. Your aim is to leave the individual feeling both self-sufficient and also knowing that help can be obtained when necessary
- ◆ *Finally, reconfirm your intent in developing this individual – and in their ability to complete this task*
- ◆ Have a “fall-back” plan in case the person doesn't succeed – but don't tell them! And this should only be used as an absolutely last resort – not as an excuse for your diving in and taking over the moment the person does something differently than you would have!

If you have any questions on some of the points covered in this checklist...

Or, if you have any other areas where you'd find such a checklist of use...

Equally, you might like some of your own material produced in this format...



*Please don't hesitate to contact us;
we'll be delighted to help*

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