

Levels of Delegation



Giving Instructions

- Orders**
 - Have an immediate effect
 - Are followed exactly but never exceeded
 - Require prior knowledge
 - Go unquestioned
 - Are assumed to be right
 - Allow no feedback or initiative
 - Example: "Ready, aim, fire!"
- Requests**
 - Can take longer to be implemented
 - Allow for feedback and initiative
 - Promote individual development
 - Are often exceeded
 - Can attract criticism
 - Can expose weaknesses
 - Example: "Would you make sure you are in your office and ready to start work by 8 a.m. every day?"
- Suggestions**
 - Produce a slow response
 - Risk no response at all
 - Cannot be specific
 - Promote self-motivation
 - Inspire initiative
 - Example: "We need to reorganize the filing cabinet so the files are compatible with the filing system on the computer."

Monitoring Delegation

- Assignment Log**
Identify milestones in the project/task and then develop a system for tracking what tasks are assigned to whom and when they are to be completed.
- Personal Follow-Up**
Informal methods of follow-up are very effective. An assignment you ask about frequently is more important than one you mention once but never monitor. Your interest must be sincere to be effective.
- Sampling Techniques**
Depending on the type of work, you may ask for a sample of the work to monitor quality, such as a report, or sit on a meeting the employee is chairing.
- Progress Reports**
Similar to a tracking log, except this time the onus is on the employee to include steps taken and difficulties in execution.
- Management by Exception**
This is based on the idea that controls are only needed when there is a deviation from set standards. In this way you focus on unacceptable problems rather than try to monitor everything. However, don't use this method if difficulties are hard to spot, a single error could be significant, or the employee is inexperienced.

Delegation Meetings



Do's and Don'ts of Delegation

Do's

- Specify the results expected.
- Explain why you are delegating.
- Give the necessary authority to carry out the tasks.
- Let others know of the delegation.
- Have confidence in employees.

Don'ts

- Delegate just trivial tasks.
- Expect others to do the job as well as you can.
- Delegate haphazardly.
- Be an autocratic delegator.
- Check constantly to see how things are going.
- Take credit for results achieved by staff.

Deciding When to Delegate

When should you delegate some of your work?

- After you have been in the job long enough to have a good grasp of what it entails.
- When you have completed a skills, abilities, and interests inventory of your team members.
- When you understand the value of delegating.

What tasks should you delegate?

- Tasks that can be handled adequately by team members.
- Tasks for which team members have all the information for decision-making.
- Tasks that don't require skills unique to you or your position.
- Tasks for which an individual other than you can have direct control over the task.
- Tasks and/or projects that will contribute to growth and development of the individual.

What tasks should you NOT delegate?

- The delegation process itself: Any work to be delegated should be delegated and explained by you.
- Performance evaluations and disciplinary actions: These are a managerial responsibility.
- Planning and forecasting: Some of the detail work can be done by others, such as calculations and research. However, you alone are in a position to decide how departmental goals fit in with the overall organization's goals.
- Confidential tasks and tasks that have been specifically assigned to you by your manager.
- Complex situations: Don't ask someone else to handle what you don't understand yourself.

Deciding What to Delegate

You could do, but others could do if given an opportunity.



You should do but someone else could help you.



Part of preparing to delegate is deciding what tasks you can and cannot delegate. Tasks can generally be placed in one of five categories.

Others should do, but you can help out in an emergency.



You must do.



Others must do.

