



Delegating with Impact



Objectives

- Identify effective and ineffective ways to delegate
- Avoid common delegation pitfalls
- Plan to effectively delegate to appropriate staff
- Conduct an effective delegation discussion

What is Delegation?

Definition: Delegate (vb) [de-li-gát] to entrust to another (authority); to assign responsibility (From the Latin delegare, to dispatch)

SMALL GROUPS: Working in small groups, identify effective and ineffective ways to delegate.

Effective	WAYS TO DELEGATE	Ineffective

Reasons Why Delegation Fails



- ✓ Supervisors do not give up _____ – insist on micro managing
- ✓ Employees do not have the _____ or _____ necessary
- ✓ Staff was never _____ for task completion
- ✓ Qualified staff is already _____
- ✓ Supervisors do not _____ effectively before delegating

Planning to Delegate

Task to Delegate	Names (Initials) of Employees to Delegate To			Notes

C= Needs Coaching (additional support)

T = Needs Training

S= Has Skills

Things to consider:

- Do I have the time/facilities/resources to train?
- Do I have the time to coach?
- If more than one person can do the task, who needs the most development/challenge? Who will benefit most from the responsibility?
- Will assuming this responsibility negatively affect the person's normal productivity?
- Is this a full-time, long-term responsibility or a part-time, temporary one? Does that affect who will assume the responsibility?

Minimize Delegation Pitfalls

The art of balancing employee capabilities with job expectations continues to challenge even the best supervisors. Delegating the appropriate job or project to the right staff is critical. Before delegating the workload, let's take a look at some common mistakes and discuss strategies to help avoid the pitfalls.



Pitfall	Strategy
Lack of Guidance	
Employee Not Motivated	
Delegation Boomerang	
Lack of/Too Much Monitoring	
Lack of Acknowledgment	

Six Steps of Delegation

When delegating an assignment, use the following SIX STEPS...

1. Indicate what _____ you would like the person to handle and _____.
 - ✓ Brief overview
 - ✓ Why me?
 - ✓ Benefit to person/work group
 - ✓ Big Picture

2. Describe the responsibility, outlining specific tasks and expected _____.
 - ✓ Full description of task
 - ✓ Explain entire project/then questions
 - ✓ Provide information – checklists, contacts, procedures

3. Ask for _____ and concerns.
 - ✓ Confirm understanding
 - ✓ Use probing questions
 - ✓ Acknowledge suggestions
 - ✓ Identify roadblocks
 - ✓ Reassure skill level

4. Discuss _____ the person might accomplish the task, including support and resources.
 - ✓ Roadblocks – pros & cons
 - ✓ Address resource issue
 - ✓ Address support issue
 - ✓ Define line of authority

5. Agree on specific actions, including follow up.
 - ✓ Confirm agreement & summarize
 - ✓ Address accountability factor
 - ✓ Define specific checkpoints
 - ✓ Take notes on agreed upon actions for both parties

6. Express your confidence in the person's ability to successfully handle the responsibility.
 - ✓ Thank in advance
 - ✓ Explain reasons for your confidence level
 - ✓ Reinforce with incentive [carrot]



Delegating with Impact Application

TRIO ACTIVITY

BEFORE: Select one of the projects identified on page 2 and complete the following planning worksheet.

DURING: After the planning is complete, you will work in trios with two other colleagues and practice delegating the assignment based on your notes below. First be sure to describe the position of the employee you are delegating to. Once the role play begins, the observer will take notes on the following page and share feedback.



AFTER: Upon completion of the delegation, your peer will provide feedback based how you delegated.

Planning Worksheet
1. Indicate what responsibility you would like the person to handle and why. Be sure to explain the 'big picture'.
2. Describe the responsibility, outlining specific tasks and expected outcomes. What performance expectations will you set?
3. Ask for questions and concerns. What will be most challenging with this project? Will the employee be reluctant? How will you know the employee clearly understands the task?
4. Discuss how the person might accomplish the task, including support and resources. All the employee to explain "how" he/she will approach this project. How will you provide ongoing support? What resources may not be available?
5. Agree on specific actions, including follow up. What would be an appropriate checkpoint?
6. Express your confidence in the person's ability to successfully handle the responsibility. What will you say or do to show you believe this employee will succeed? Is there any incentive for the employee?

OBSERVER WORKSHEET

6 Steps in Delegating	Observer Notes
1. What did the delegator say to explain the responsibility and why the person was chosen for this task? How did they explain the big picture?	
2. Were the specific tasks and expected outcomes explained? What performance expectations were set?	
3. What questions did he/she ask to identify person's concerns?	
4. What was said to ensure the person understood the task? What support and resources were available?	
5. What specific actions were agreed to? When was the first checkpoint?	
6. How did he/she express confidence in the person's ability to successfully handle the responsibility? Was there any incentive for the person to complete the task?	

Project Tower Rule Sheet

DIRECTIONS: Your group objective is to design and build the tallest, stand-alone structure, in the shortest amount of time, using all the materials.

Choosing Roles

Determine the **roles** for each position –

Supervisor:	Design and delegate project
Coach:	Assist supervisor in design and delegation of project
Observer:	Observes construction and notes violations
Employees:	Construct project (minimum of 3 per group)

Designing the Structure

1. Supervisor and coach design a plan which will be delegated to the employees. (Only the supervisor can delegate.)
2. Employees may not participate in the design process in any way. [Your group will be penalized for violations.]
3. Once the design is complete, the supervisor delegates the project to the employees and from that point on, no coaching may be provided during the construction.

Building the Structure

1. Employees may begin the construction phase whenever they are ready. [Let the observer know when you begin.]
2. Employees are to build the structure, but they *may not use their own ideas*. They must follow the direction of the supervisor.
3. If any infraction occurs, the observer will penalize the group for each occurrence.