

Guidelines for Delegation

In delegating there are six important actions which need to be considered: analyse, decide, select, plan, delegate and follow-up. While you won't necessarily work through all six aspects when delegating day to day, they form the context for delegation and should be re-visited regularly.

What are the functions of my role?	Analyse You need to establish: <ul style="list-style-type: none">• What are your objectives?• What are your actual job functions?• What results are expected of you?• Could anyone else do this task?• Could anyone else be trained?
Which tasks should I delegate?	Decide You need to decide: <ul style="list-style-type: none">• In which areas are you uniquely qualified?• In which areas are other people better qualified than you?• Which of these jobs should be given to someone who needs to be challenged with a development opportunity?
Is my delegation strategy well thought through?	Plan Plan carefully: <ul style="list-style-type: none">• Prefer to delegate 'whole tasks'.• Clarify suitable limits of authority.• Establish performance standards.• Establish feedback channels
Which person should I delegate to?	Select When choosing a someone to delegate to consider: <ul style="list-style-type: none">• Interests and abilities.• Who would best rise to the challenge?• Whose key result areas logically fit with the new task?
How do I delegate effectively?	Delegate To delegate effectively: <ul style="list-style-type: none">• Explain intended results.• Clarify degree of authority, timeframes and operational parameters.• Take the time to communicate clearly.• Agree feedback arrangements.
How will I follow this up?	Follow-up Follow up by: <ul style="list-style-type: none">• Asking to be kept informed.• Insisting on results, not perfection.• Encouraging independence.• Not taking back assignments - unless you <i>have</i> to.• Rewarding good performance.
