



# ***DELEGATING EFFECTIVELY***

- *Increase your sphere of influence.*
- *Make time for more important tasks or tackle those big projects that get put off for lack of time.*
- *Gain recognition as an effective manager that is able to develop their people, accomplish more, and maximize resources given to you.*

**Do work that cannot be delegated.**

**Do not do work that a subordinate can do.**

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## ***Effect on Employee:***

- Enrich employee day-to-day work experience.
- Increase employee self-esteem.
- Increase motivation and productivity and interest in the organization in general.

## ***Why we don't delegate enough:***

- Fearful that things will not get done or get done right.
- Have been let down in the past.
- Feel that it would be easier if we do it ourselves.
- Need to dominate, fear of losing control.
- Fear of job security.
- Fear of appearing lazy.
- Discouraged by employee resistance.
- Lack of practice.

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## ***Benefits of Proper Delegation***



## *Overcome Obstacles*

Reflect on your own insecurities & feelings about the need to control.

Try to realize that the optimal, and most effective type of control is exercised by a supervisor who earns respect and trust from employees, motivates them to do their best and take initiatives, and this is recognized as a quality management skill, whereas, command-control style, is not.

***OVERCOME OBSTACLES***



### ***Let Go Control***

Recognize the benefits of delegating and become comfortable with relinquishing some of your roles. It will free you up to do more important things, planning, hiring, firing, coaching, growing your own range of skills, knowledge and experience, rather than spending time on routine tasks that do not require special expertise, or a high level of individual creativity.



### ***Resist Resistance***

Be firm and ignore gripes and complaints. Employee will realize that supervisor will not accept excuses, they will usually quit complaining. Let them know that *complaining is not acceptable behavior* and that the supervisor is not interested in listening.

Ascertain what employee is really doing to see whether or not an employee is actually busy, rather than feeling guilty for interrupting an employee at work.



### ***Allow for a Learning Curve***

There are varying degrees of acceptable performance. Not every task must be done to perfection. Subordinate's performance gets refined or reworked further up the line. This does not mean that sloppy work should be accepted.



### ***Engender Positive Expectations***

Supervisors need to express trust and confidence in their employees and treat them as mature persons. You need to use positive reinforcement and stroking. Employees generally respond to their supervisors' expectations and perceptions. Positive supervisory perceptions usually elicit positive results. Employees who feel that their supervisors think they are competent and able to do a good job will not want to let their supervisors down.

### ***Try, Try Again***

Practice and evaluate the process and results. Take and give credit for successes, work on the areas of weakness.

*Keep in mind that this is a long-term investment.*

## **Basic Steps of Delegation**

### ***12 developmental Stages of Delegation***

1) Set Direction/Simple Objective - Identify task to be delegated

- 2) Select person to delegate
  - Delegate to the lowest employee level at which the task can be accomplished.
  - Ensure employee is capable of the task (fully trained)
- 3) *\*Train for task*
  - Make sure all new, transferred, and old employees are fully and properly trained. (new and different expectations)
- 4) *Assign task and explain why he/she was chosen*
  - Schedule sufficient time to communicate specifics of the task, use language employee can understand.
- 5) *Delegate Sufficient Resources and Authority*
- 6) *Ask Employee for Ideas, Feedback, any questions they have*
- 7) *Provide Guidance - support delegatee but give as much leeway as possible to accomplish the task autonomously.*
- 8) *Make a delegation contract (follow up, ground rules)*
  - *Absolutely essential to schedule regular monitoring to gauge progress and provide opportunities to intervene early if problems evolve, provide support if difficulties arise, enforce ground rules and expectations, and to demonstrate supervisory interest.*
- 9) Establish & Maintain Controls (deadlines, budgets)
- 10) *Provide both positive & critical feedback*
- 11) *Evaluate finished product - assess reasons for failures*
- 12) *Identify lessons learned*

## Effective Delegation Notes



*Be generous in recognizing delegates who have performed exceptionally well.*



***Be careful to realize the distinction between helping by providing answers and encouraging an employee to independently think through and creatively solve problems.***



***Allow adequate learning time.***

***In setting deadlines, allow contingency time for unexpected events, such as illness and rush jobs.***



***Encourage open questioning during scheduled follow-up meetings in a non-threatening fashion. These meetings should be conducted in a mature fashion. You are interacting with the subordinate, not just checking up on them.***



***Communicate fully. Delegatee should not be left in the dark about work assignments but should be told as much as and as clearly as possible about the job and its context.***

***Be patient.***

### **Games Employees Play to Delegate Back to Supervisors**

- Whine & Gripe. (Ignore, Unacceptable Behavior)
- Miss deadlines, always with an excuse. (More frequent follow up)
- Incomplete/sloppy work (set specific standards, follow up, support)
- Plead excuse of earlier deadline of equal importance. (coordinate)
- Hide out, unavailable. (seek out)
- Appear very busy. (verify)

*If you do not grow and seek out the less initiated, then you penalize good employees by always assigning work to them. They may resent this. Meanwhile, you are not working with a full crew.*

## **From a Psychological Perspective:**

**A person's expectations are selective and subjective. They reflect our attitude, expectations, experiences and prejudices, in other words, values. Your job is to find out what those different values and expectations are through observation and communication.**

**An employee will be dissatisfied/demotivated, if the effort necessary to achieve a goal, for a perceived reward, is more than he/she expected. In order to motivate, greater effort must yield greater reward/awards.**

**It is important to remember that people will continue to do that which is rewarded.**

**You will be able to motivate if the actual effort and energy expended to achieve a goal agrees with that person's perception/expectation of the effort that is necessary. Work is as natural to people as play. People are not afraid to work. They want to achieve and prove their self-worth. What they resent is feeling used or taken advantage of.**

## **A Few Last Thoughts**

*This new breed of employees are far more assertive, knowledgeable about their rights, and far more certain about what they will and will not do. They accept less, trust less, and want more. We cannot deal with them just by pounding our chests and ordering them to do things.*

*If you are to do your job properly, gain the respect and admiration of your subordinates, and obtain recognition or rewards from your*

*superiors, then you must see beyond the day-to-day details of the job and develop your ability to understand the motivations of your subordinates; learn to speak their language, learn to introduce change in the face of resistance; maintain a keen appreciation of the person's views and needs.*

*Active commitment of employees is obtained and springs from a relationship of trust.*

*Supervisors who listen to, respect, and reward employees' contributions build up such an atmosphere of trust. They use positive reinforcement, they delegate more than other supervisors, communicate more than other supervisors, are not preoccupied with their own job security.*

*One can gain more control by giving control to others, gain more authority by giving authority to others, and gain more power by giving others power.*