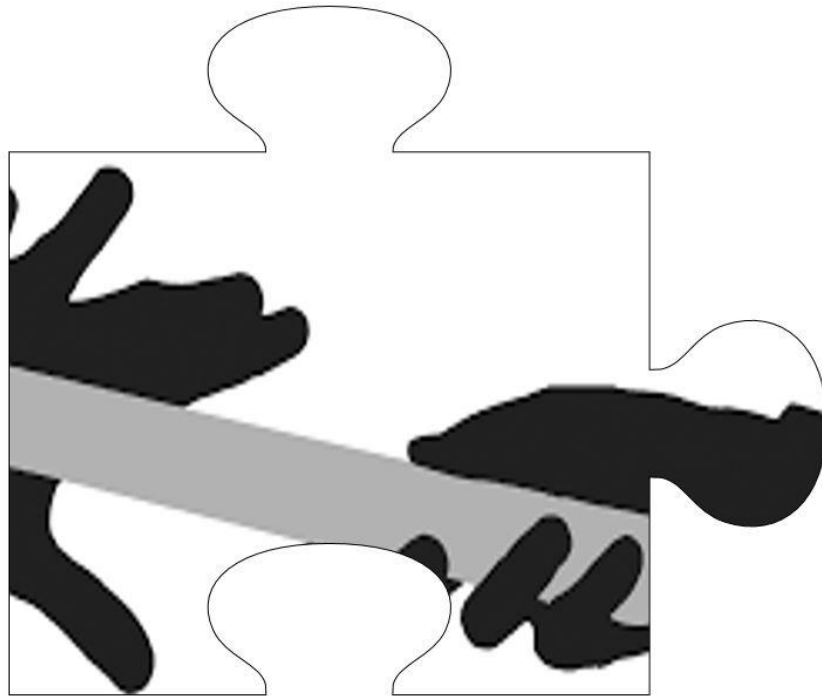


Delegation – the best of both Worlds!



**W
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Manage workload

Experience and confidence

Promotes true leadership

Identifies strengths and weaknesses

Succession planning

Responsibility and accountability

**S
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**If you want something done
right, do it yourself**

**I'm not sure I know
how**

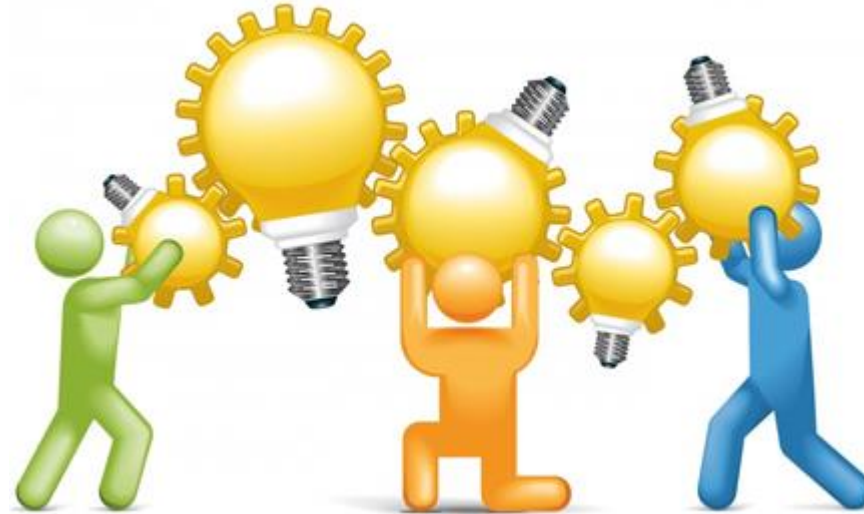
**I'm not sure I can trust
someone else to do it**

**I really like doing it
myself**

**It takes less time to do it
myself**

**It might not be good
enough**

Activity



Find a partner and talk about a reason that keeps you from delegating. Strategize how you can move past that.

The Steps of Delegation

Agree to Commitments

Set expectations

Identify who will do it

Define the skills or gifts required

Define what needs to be done

Define what needs to be done

How 'big' is it (volume of work and importance)?

When does it have to be done?

Is it an established task or a new one?

Define the Skills or Gifts Required

What skills or gifts are necessary?

How well-developed do the gifts need to be?

Is there training, guidance or mentorship required?

Identify Who Will Do It?

Who has proven skills or gifts?

Who has potential skills or gifts?

What kind of orientation or training is needed?

Set Expectations

Is the required outcome clear to everyone?

Are outcomes defined and understood?

What type of reporting or monitoring is needed?

The Five Levels

1. Do exactly as I say
 - process is defined
 - successful outcome is highly likely
 - measure is easy to establish and evaluate



The Five Levels

2. Do research and get back to me for a decision
 - focus is on information gathering
 - defining scope of work is important
 - harder to measure success



The Five Levels

3. Do research and make recommendations
 - alternative and pros and cons presented
 - recommendations for decision making provided
 - decision remains with delegator



The Five Levels

4. Make a decision and tell me what you did
 - authority for decision making transferred
 - delegator kept informed
 - high level of trust required

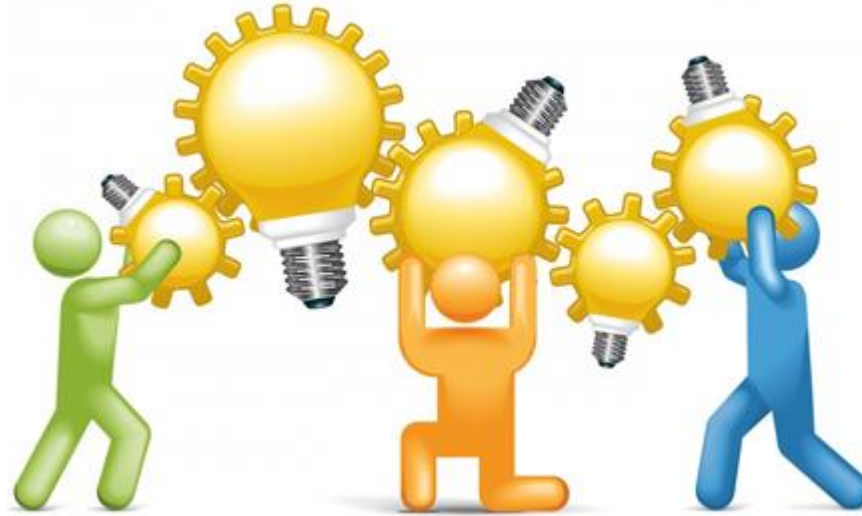


The Five Levels

5. Make whatever decision you think best
 - delegator hands off completely
 - delegator supports the decision made
 - highest level of trust required



Activity



Get into groups of 5-8 people.
Identify a task you will delegate.
Define the level of delegation and the characteristics of your delegate