

Leader Toolkit

Effective delegation



We are **INSPIRATIONAL** and **COLLABORATIVE** leaders.

We invest in our people to learn and grow and empower each other to be stronger together.

Why use this tool

Make more time in your day and help your team members grow and develop.

Use this tool to effectively delegate work. It will help you ensure that tasks you delegate to others are clear, well understood and that the outcomes you require are achieved.

When to use this tool

Whenever you allocate a piece of work.

The more complex and critical the piece of work, the more important it becomes to have a thorough delegation conversation.

How to use this tool

1. For **simple** piece of works, go through the list **in your mind** and make sure you check all or as many as possible of the aspects of the piece of work.
2. For **complicated and critical pieces of work, be thorough** about writing it all down using the tool and make sure that both you and the person being delegated to have the same understanding.

Tips

- Remember delegation is a **two way process**. Make sure the person you delegate to has a thorough understanding of what is required and agrees – remember it is a conversation.
- Don't overlook explaining the **background**. People can better deal with unexpected problems if they understand the big picture and just where this piece of work fits in.
- Once you delegate something, **don't be tempted to micromanage** the process. Agree on the expected outcomes and just let go.
- **Spell out your requirements**. Just because you know that a particular resource is available or that the deadline should be obvious, does not mean your team member shares that understanding.
- **Beware of "reverse delegation."** Team members who are unsure how to do something may enlist you in doing it for them. Focus on generating alternative solutions together; making sure the employee maintains responsibility for executing.

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Plan a productive delegation conversation

Aspect of piece of work	Information needed to complete the piece of work	✓
Background All the background and big picture information that makes it possible to take decisions on how to do the task. - where does piece of work fit into the scheme of things?		
Purpose What is the objective of the piece of work - what needs to be achieved?		
Output What will they need to deliver? Explain specifically what is required.		
Quality of output How will the piece of work be measured? What will indicate how well the piece of work has been done?		
Resources available Discuss and agree what is required to get the job done - people, equipment, materials...?		
Time to completion When should the piece of work start and finish? If on-going, set milestones and review dates.		
Feedback & monitoring Agree how you will review progress and give feedback.		

