

# Delegating for Results

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**Note:** This is the Table of Contents for the full version of “Delegating for Results”. Items in blue represent hyperlinks available in full version. To view how a hyperlink works click on a red item.

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# ABOUT THIS BOOK

Successful delegation is one of the most critical skill sets a Supervisor or Manager needs to develop. Being able to delegate successfully helps you tap into the potential of your staff. It helps you accomplish much more than you could working alone, and allows you to devote your time and efforts to your most critical tasks, or things you do best. Put simply, being able to delegate successfully is one of the keys to a successful career in Supervision or Management.

The purpose of this handbook is to help you learn how to delegate successfully. You'll learn how to:

- Identify what tasks to delegate
- Identify the right people to delegate to
- Identify the level of delegation that you're comfortable with
- Determine what the person doing the task needs to be able to deliver the results you expect.
- Hold effective delegation meetings.
- Conduct the needed follow-up to stay on top of the person's progress.

# ELECTRONIC FEATURES

This book contains a number of handy to use electronic features. The Table of Contents contains hyperlinks that allow you to jump directly to the page you're interested in.

You also have control over your printing. You can print out the entire book, a range of pages, or a single page as needed by using the "Print" option for your PDF reader.

You can also store **Delegating for Results** in a folder on your PC, and access it whenever you want. This makes it easy to use over and over again as an important reference and tool when planning and delegating assignments to your staff.

# **SECTION 1**

## **THE BASICS**

# WHY DELEGATE?

Delegation is the process of transferring responsibility for performing tasks and accomplishing results from you to someone you trust. Here are some of the benefits of doing so.

- Projects you're responsible for involve too much for you to do alone.
- You can accomplish more
- You can concentrate your efforts on your most critical tasks and things you do best.
- It helps develop the capabilities of your staff.

# WHAT KINDS OF TASKS CAN I DELEGATE?

There are many kinds of tasks that make excellent candidates to delegate. Here are some of the more common types:

- Routine and minor decisions
- Information Gathering
- Technical tasks
- Operating tasks
- Report generation
- Tasks you dislike doing that somebody else could do as well as you
- Tasks that can help your staff increase their capabilities and skills
- Other categories that you can think of

# THE DELEGATION PROCESS

Successful delegation involves a 3 stage process—planning, making the delegation, and follow-up. Here are the critical ingredients in each phase.

- Phase 1: Planning
  - Focuses on 4 key questions:
    - ✓ What Tasks can I delegate?
    - ✓ What Level of Responsibility should I delegate?
    - ✓ Who can I delegate the task to?
    - ✓ What does the person need to accomplish the task?
  
- Phase 2: Making the Delegation
  - Describe what you want done
  - Communicate your expectations
  - Agree on a follow-up plan.
  
- Phase 3: Follow-up
  - Conduct needed status reviews so you know where things stand.
  - Determine and agree on corrective actions, if needed.

# **SECTION 2**

## **DELEGATION PLANNING**

# DELEGATION PLANNING – STEP 1

The first step in delegating is to identify potential tasks to delegate. Here's an easy to use process. An example is shown on page 15.

- Look at how you are spending your time and identify your major tasks.
- Break each major task into its components.
- For each task component, ask:
  - Do I have to do it?
  - Even if I have to do it, can someone else help?
  - If someone can help, what part can they do?
  - Who would be a natural candidate to help with it?