Ten Steps to Delegation

1] Delegation must serve two purposes: it must assist management with the performance of required duties and it must challenge staff by providing added responsibility and/or greater proficiencies. If there is no perceived benefit to staff, delegation will breed resentment.

2] Select tasks that can be managed by subordinates and that will offer benefit to both you and to the selected staff person.

3] Select an employee who would be interested in doing the job.

4] Select an employee who has the potential to do what you are asking.

5] Select an employee who will be able to arrange their time in order to accomplish the job. Delegating duties to a high performer who is already overloaded, particularly when other staff members are not as busy is a recipe for discontent.

6] When you delegate a task, describe the job and the expected results completely.

7] Ensure that the employee understands and agrees to whatever level of oversight you think will be necessary. [Also ensure that your sense of oversight required does not appear to be unnecessarily intrusive to the employee as this will undercut their sense of challenge and empowerment.]

8] Provide both the authority and the resources necessary to accomplish the tasks. Assigning responsibility without the authority to do the job is a mistake too often made.

9] Ensure that you inform any others necessary about the reassignment of responsibilities

10] As agreed on, periodically check progress and provide support as needed. You now have a double stake in succeeding: greater efficiency and a more highly motivated and skilled staff member.