

Delegation: An Art or Science



What is Delegation

- Assigning Responsibility & Authority while retaining Accountability
- Giving credit in case of success & taking blame in case of failure



"I like things to be done my way but by somebody else."

Excuses / Reasons for Not Delegating

- Lack of Time
- Perfectionism
- Enjoy details
- Insecurity
- Lack of confidence
- Fear of loss of authority



"Miss Brown, come in and read me this book."



"No need for you to read this, Mr. Henshaw. You seem to have got it to a fine art."

Who to Delegate

- Instead
- Better
- Cheaper



You should be a worried person if you are the smartest in the team. Keep looking for better ones, that's the only way to keep the average 92 of the team going up.

Whether to Delegate

- Can it be eliminated? Why do it? What Value Addition?
- If not, club / combine it with something *essential*.
- At the very least, simplify and streamline it, *further*.

Why Delegate

- Engage your employees
- Save time
- Increase your value
- Achieve more
- Prepare you and your direct report for promotion

When to Delegate

- A direct report has equal or greater expertise or the potential to achieve a goal.
- You want to develop the capabilities and judgment of a direct report.
- Your business situation is very dynamic, so fast action and decisions are necessary.
- You are over-loaded and letting too many tasks or activities slip.

How to Delegate

- Match the person with the task
- Spell out timelines, goal & constraints
- Set clear expectations
- Jointly work out an action plan
- Abdicate responsibility & authority but retain accountability.



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