

DELEGATION HOW TO'S

TIPS TO KEEP IN MIND: What enables successful delegation

1. Time alignment:

- How much time is available to do the job? What is the completion date?
- Is there enough time for the individual to get the job done properly? Remember, not how long it would take you, but how long you expect it should take them!
- Do you have the time to support and guide? (CAUTION: If you're saying 'no' every time you consider this, then either you're waiting too late to delegate and/or you're not fully committed to doing so, i.e. another excuse to hold onto something.)

2. Picking the right 'who':

- Do they have the experience and skills to deliver successfully, with your support?
- Can you transfer the skills that they may lack? If you're unclear on their skills and gaps, ask them.
- Do they have the resources needed? In addition to time, do they have the relationships? Budget? Access to information?
- Is taking this on aligned with their development goals?
- Do you need to cover their ownership of this job with someone else? Their manager?

3. Ability to articulate the end result you're looking for:

- If you can't clearly articulate the end result, then you're not setting them up for success.
- Make sure your end result is clear and the person you're transferring it to is aligned. Check for clarity!

4. Behaving: the 'how'

- **Tell them why you chose them:** What's in it for them? How does it align with their development? Why you think they can succeed.
- **Articulate the desired outcome clearly:** Describe the outcome that will determine their success. Be clear on the standard you expect, focusing on the result.
- **Be clear on guard rails:** Only 'must haves' that are VERY important for you. This shouldn't be a list. 1 – 2 max. You shouldn't transfer details and minutiae. The more you dictate how you want something done, you strip autonomy and creativity.
- **Support and provide feedback:** Provide ongoing feedback, communicate regularly and inspire – but don't tell them how.
- **Be patient:** You should provide timelines and a check-in cadence, but remember, you are likely able to do it faster, and they're on a learning curve, give them support and time.
- **Back off:** Let them run with it. If you helicopter, you're sending a clear signal that you don't trust them to do the job. And you're undermining their autonomy.
- **Reward & thank:** When the job is done, be appreciative, positive and encouraging.

DELEGATION TOOL

PROJECT:	DATE DELEGATED:	COMPLETION DATE:
HOW LONG THE PROJECT SHOULD TAKE:	CHECK-IN EXPECTATIONS:	IMPORTANCE/URGENCY:

The Project (what you're doing): _____

What's I'd like you to address (specifics I expect to see): _____

The Desired Outcome (what the end result will be and how we will define success): _____

Your Role: _____

Other: _____