Guide to Delegation

Keeping your hands off ... but your eyes wide open

WHY DELEGATE?

- No one person can make all of the decisions all the time.
- Delegating gives more freedom to plan, organise, lead and control.
- It enables better use of specialist skills of team members. This in turn increases their potential by development of these skills.
- By delegating, you will involve others in running the department.
- Delegation strengthens teamwork and motivation.
- It means that things do not stop when you are away.
- Last but not least, successful delegation will mean you can have holidays and relax!

WHY CAN DELEGATION BE CHALLENGING – AND WHY SOME MANAGERS MIGHT AVOID IT

- Not having absolute control over everything can promote feelings of insecurity.
- Managers can sometimes have a feeling of superiority – “I can do it better myself” and knowledge is power.
- Managers may be reluctant to delegate a task they like doing.
- Some managers may keep hold of tasks as they like to be seen to be busy.
- They see the only way of getting promotion is to take on as much work as possible.
- Managers may wonder ‘Just when will I get the time to do the delegation? I’m already so busy!’.

WHAT SHOULD BE DELEGATED?

Tasks that
- Can be done better, faster, sooner, or cheaper by other team members.
- Are the responsibility of specific team members.
- Are instrumental in the development of staff.
- Will give job satisfaction.
- Require decisions to be made at the lowest level consistent with good operations and motivation.

Never

- Delegate without defining authority and responsibility.
- Openly fail to back up decisions made by the delegatee.
- Make decisions relating to the task without reference to the delegatee.
- Be too hasty in criticising mistakes.
- Delegate ‘people’ tasks.

Always

- Back up your team to the limit that your conscience will allow.
- Accept full responsibility for any decisions that are made.
- Ensure that those you delegate to have the skill and knowledge to do the task.

AND FINALLY...

- You should regularly review your approach to delegation.
- Are you keeping too many assignments to yourself?
- Are you overloading or underloading some people?
- Are you ‘dumping’ some assignments too quickly onto others?

You can design and deliver a high-impact workshop on Delegation Skills for Managers. Email enquiries@jsbonline.com to request a sample programme outline.

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