



DELEGATION

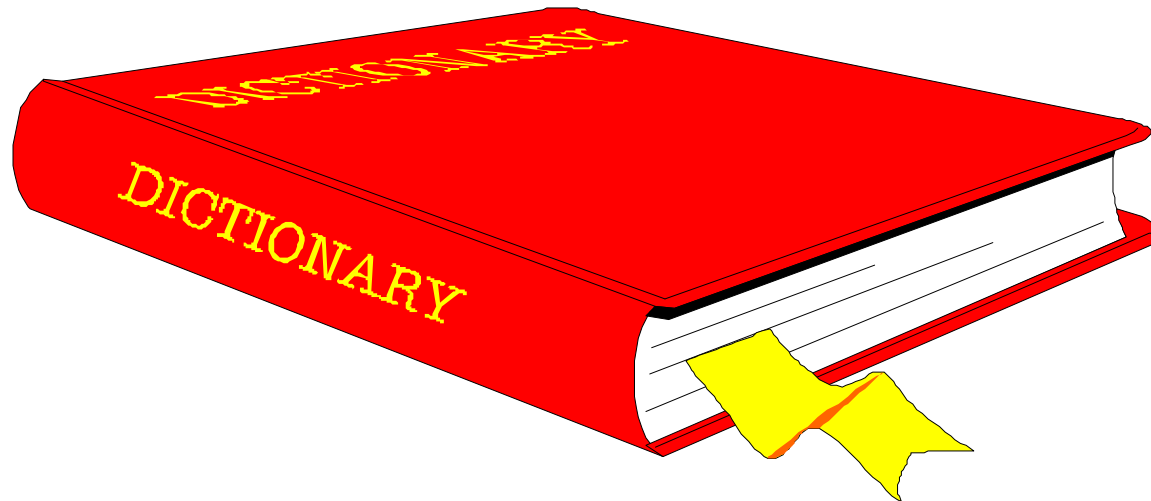
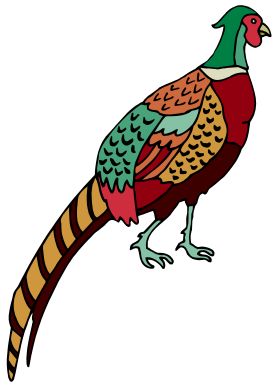
A BRIEF OVERVIEW

By Bill MacFarlane

MacFarlane Pheasants, Inc.

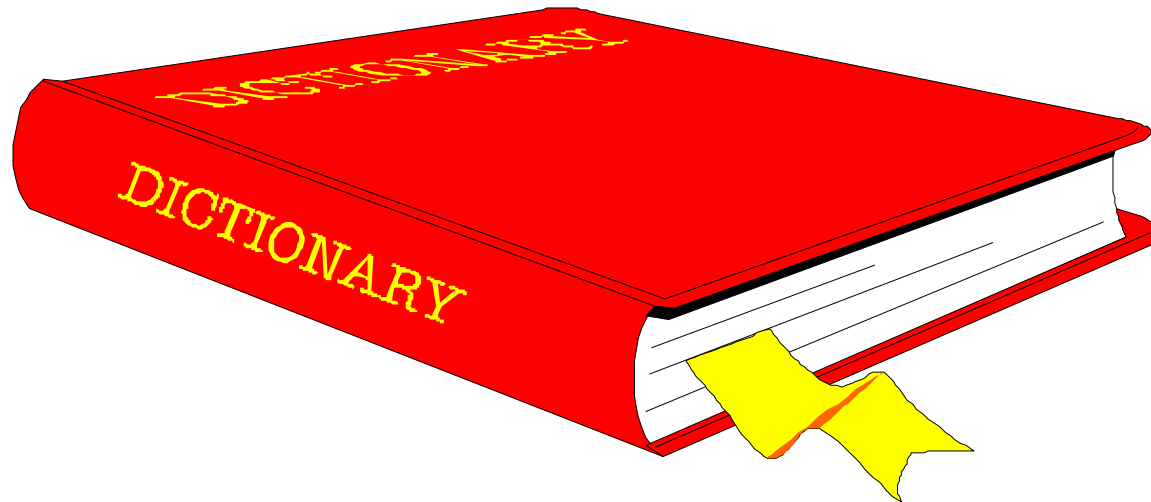
Definition of Delegating

*Appointing a person to act
on one's behalf.*

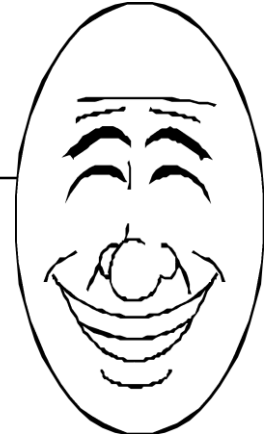


Another Definition of Delegating

Delegation is the entrusting of authority, power and responsibility to another.



Successful Delegation



- ☑ Makes work easier.
- ☑ Improves efficiency.
- ☑ Increases employee effectiveness.
- ☑ Develops employees.
- ☑ Ensures that the right people do the right jobs.

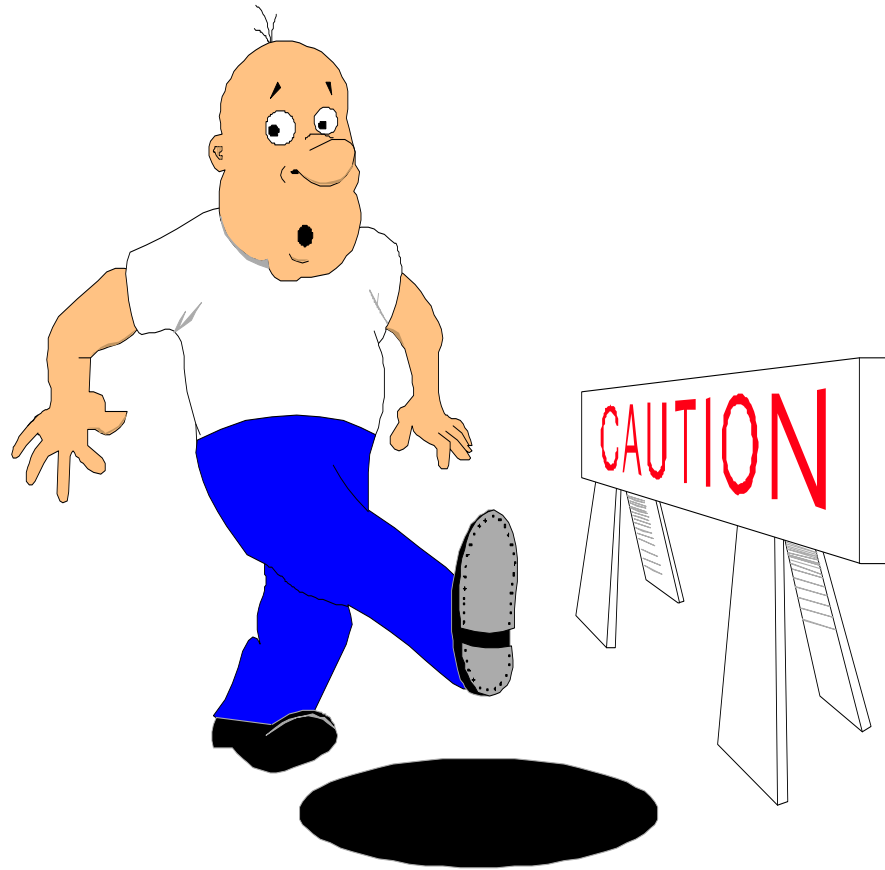
How Are Your Delegation Skills?

Do You Use The Delegation Process?

- ✓ Frequently?
- ✓ Effectively?
- ✓ Efficiently?
- ✓ Confidently?



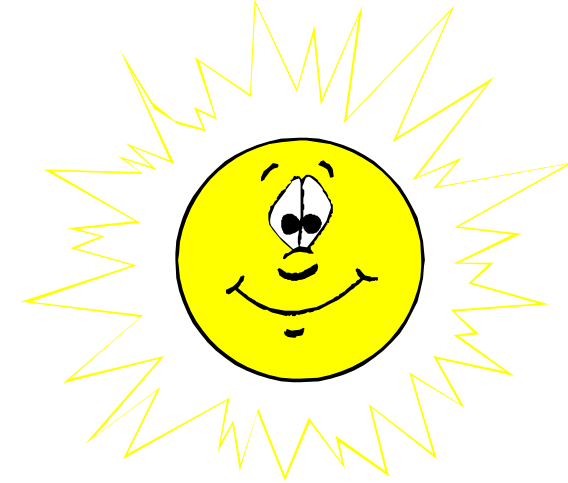
Why Not?



- A bad past experience?
- Doubt your employees?
- Too much initial effort?
- Fear of losing control?
- Ego?

Five Reasons To Delegate (1 of 2)

- 🔑 Keeps employees informed and capable.
- 🔑 Encourages employees to succeed.
- 🔑 Creates a happier and more productive environment.

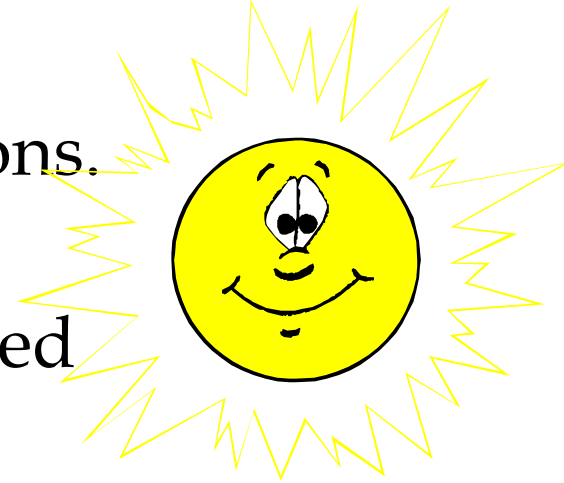


Five Reasons To Delegate (2 of 2)

🔑 Establishes trust in all directions.

- Trust and honesty are characteristics most wanted in a leader.
- Employees in high-trust relationships are better problem-solvers.

🔑 Improves your business.



Common Objections (1 of 3)

➤ Preference for doing the work yourself. *“Why should I delegate a job I like to do?”*

➤ Fallacy of omnipotence. *“I can do it better myself.”*

➤ Lack of experience in delegating. *“How can I best mobilize my employees?”*



Common Objections (2 of 3)

↗ Refusal to allow mistakes or accommodate acceptable differences. *“I don’t have the time to waste.”*

↗ Lack of confidence in employee’s ability. *“My employee may botch it up.”*

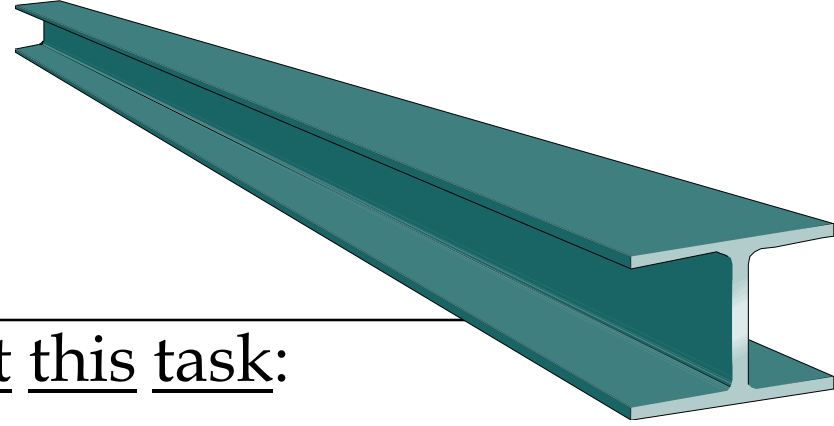


Common Objections (3 of 3)



- ↗ Disinclination to develop staff. *“I won’t have the answers if my manager asks me a question.”*
- ↗ Insecurity. *“People will think I’m lazy.”*

Inflexibility



Will the delegates feel that this task:

- 1) *simply is not his or her job?*
- 2) *is substantial or permanent enough to require a pay rate adjustment?*

It might be wise to consider formal job descriptions when considering significant delegations.

“Personal” Benefits

- ⬆ Greater results in less time.
- ⬆ Increased thinking and planning time.
- ⬆ Decreased emotional stress on the job.
- ⬆ Enhanced image and influence as a developer of people.



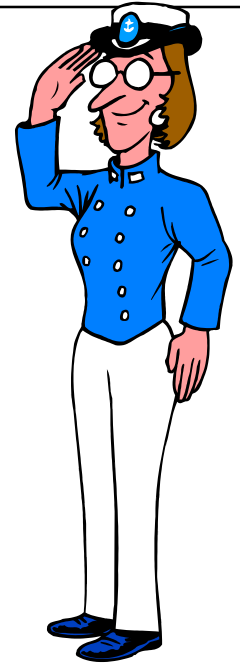
“Organizational” Benefits

- ☑ Reduction of personnel turnovers.
- ☑ Decrease in absenteeism.
- ☑ Gain in productivity from present staff.
- ☑ Maintenance of product/project and quality service.



Three Categories of Duties

- ① Tasks, assignments and responsibilities that can be passed along.
- ② Tasks that may be delegated in a time of crisis.
- ③ Tasks that should never be delegated.



Use Your Judgment



Some tasks simply
should not be
delegated.

When No One Is Qualified

Questions to Ask.

Can you bring an employee up to speed to complete this task?

Do you have the time to help someone develop his or her basic skills?

If not, don't delegate it!



Crisis Delegation: Emergencies

Emergencies:

Hold as many tasks as possible
until your return

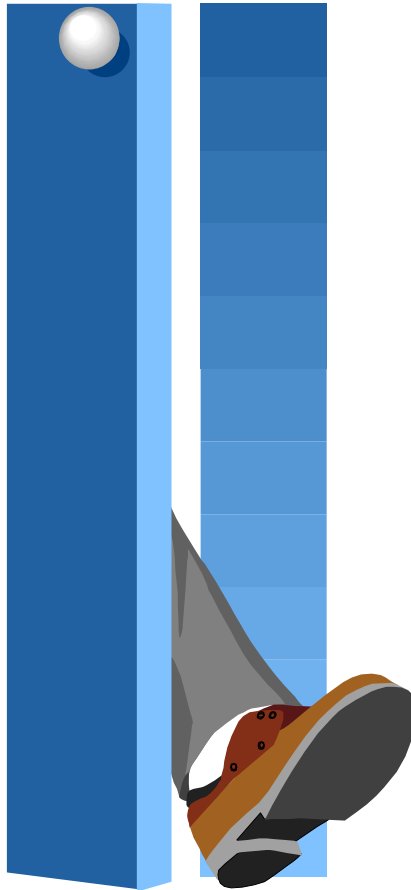


OR



Leave a list of instructions about
what you want accomplished by
whom and in order of priority.

Crisis Delegation



Foreseen Absences:

- ↑ Appoint a substitute.
- ↑ Brief appraisal of essential information.

Tasks That *Cannot* Be Delegated

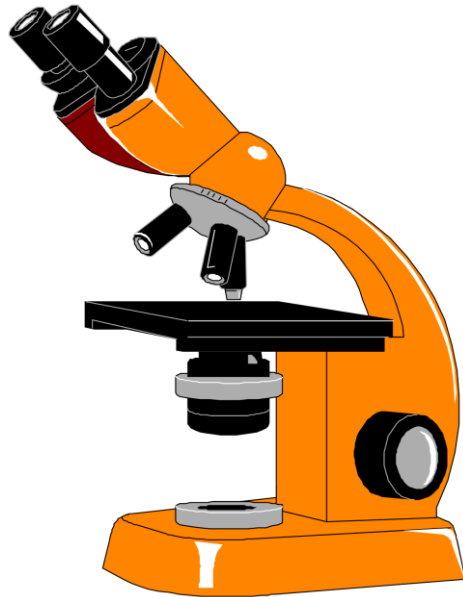
👉 Tasks of a highly sensitive nature
(e.g., *salary review, disciplining*).



👉 Tasks not clearly defined, or about which uncertainty exists.

Analysis Of The Situation

When deciding whether and how to delegate, three areas must be considered.



- ✓ Opportunities.
- ✓ Attitudes.
- ✓ Tasks.

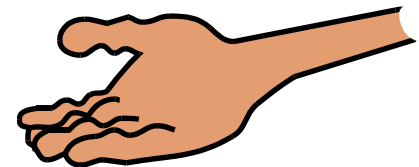
Not In The Selection Pool

Employees who are:



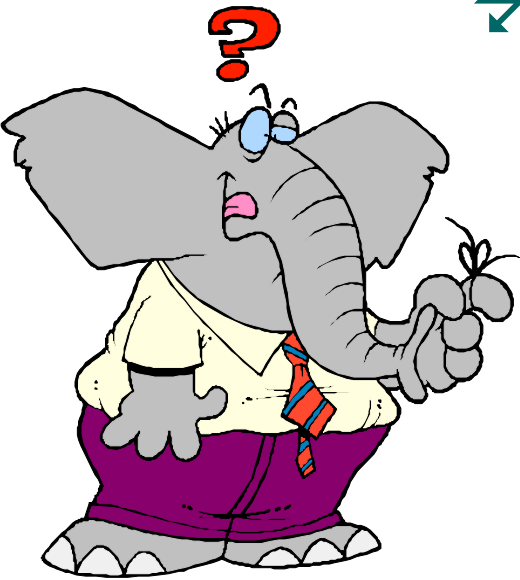
Tasks That *Can* Be Delegated

- ✂ Tasks closely related to those employee is already doing.
- ✂ Tasks with clearly defined procedures and end results.
- ✂ Repetitive tasks which could be made part of the normal work flow.
- ✂ Tasks enabling employees to develop themselves.



Questions Before Delegating

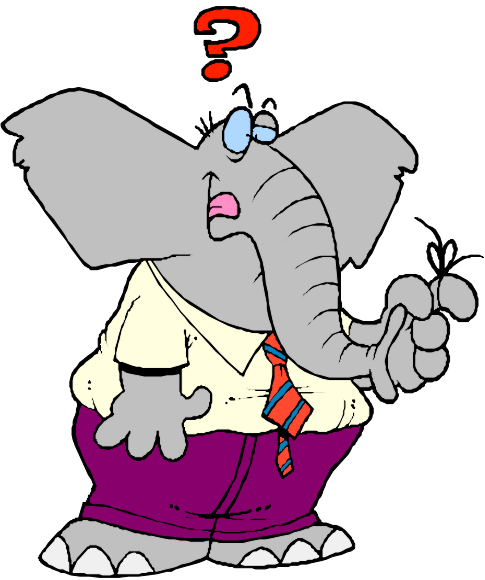
- ↪ Consider the Situation.
- ↪ Consider your Goals.
- ↪ Consider your Comfort.
- ↪ Consider your Group.



Questions To Ask Before (1 of 5)

Consider the Situation:

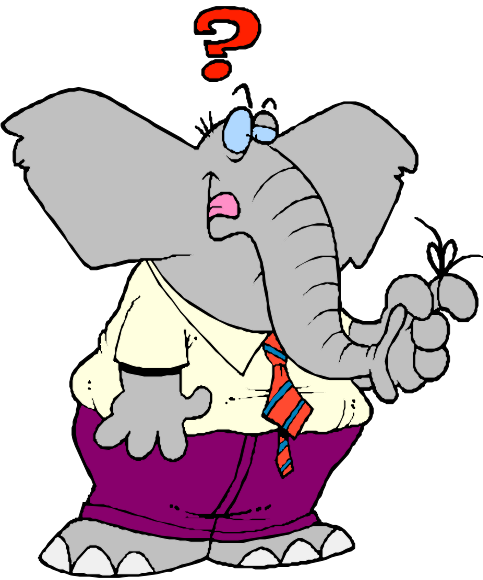
- ↪ Is the employee willing to take on the new responsibility?
- ↪ Is the employee able to carry out the task?



Questions To Ask Before (2 of 5)

Consider the Situation (cont'd):

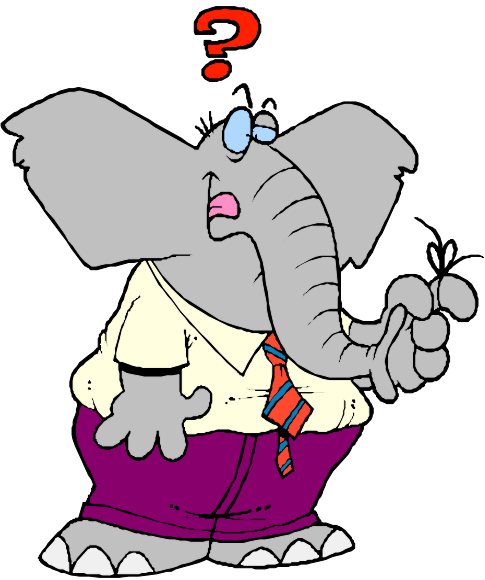
- ↪ Do you have all the information and expertise you need, and does the employee?
- ↪ Do you have time to delegate, especially if you must provide ongoing support and feedback?



Questions To Ask Before (3 of 5)

Consider Your Goals:

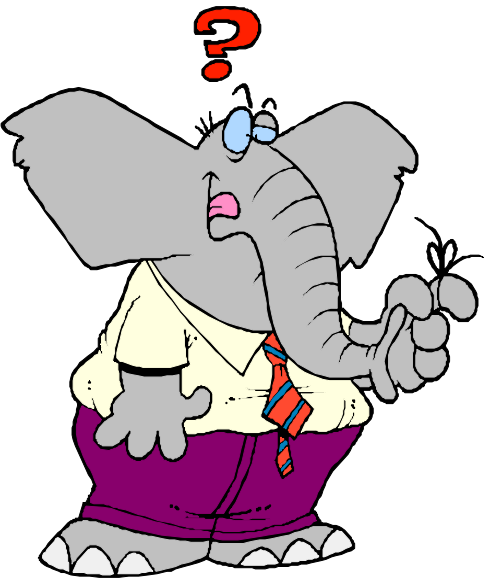
- ⇨ Is this immediate problem, decision, or task your only concern?
- ⇨ Are you trying to give others an opportunity to be visible or provide challenges?
- ⇨ Group delegation: are you trying to promote teamwork?



Questions To Ask Before (4 of 5)

Consider Your Comfort:

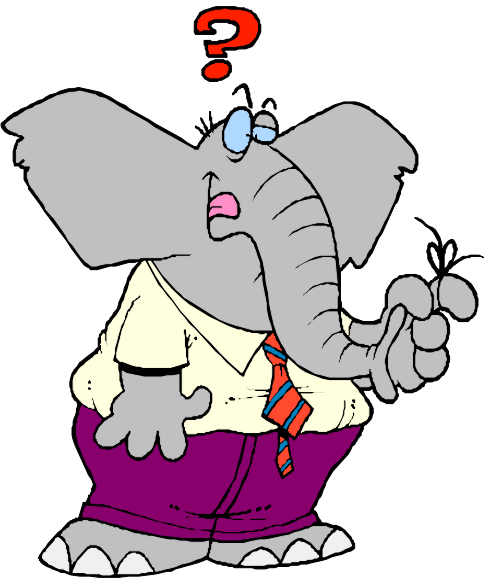
- ↪ Are you able to “let go” and turn the work over to someone else?
- ↪ What are the risks if the job is not done on time or correctly?
- ↪ Group delegation: is a conflict among staff likely?



Questions To Ask Before (5 of 5)

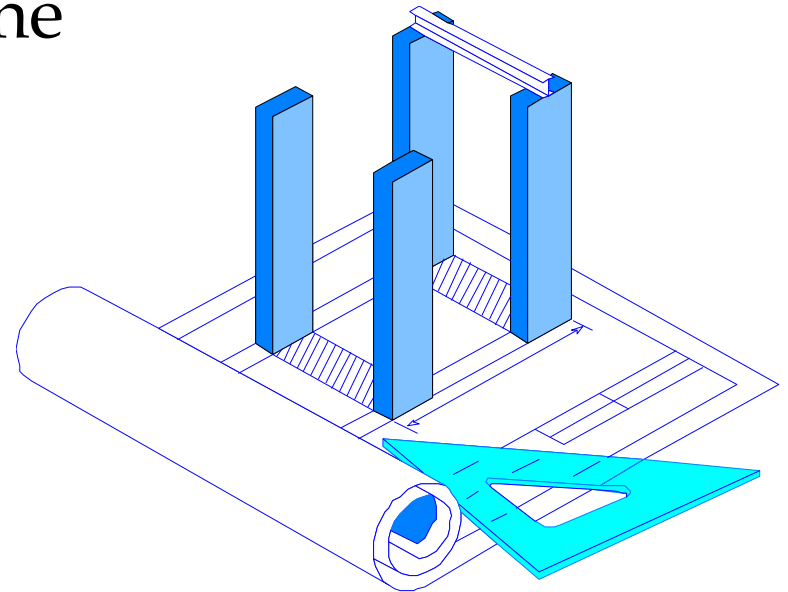
Consider Your Staff/Group:

- ⇨ How capable is/are the employee/s?
- ⇨ How much is known about the issue?
- ⇨ How well can the employee work alone?



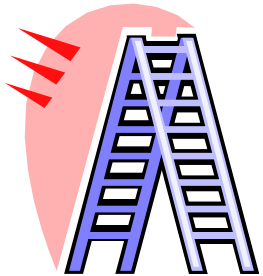
You've Got Your Task

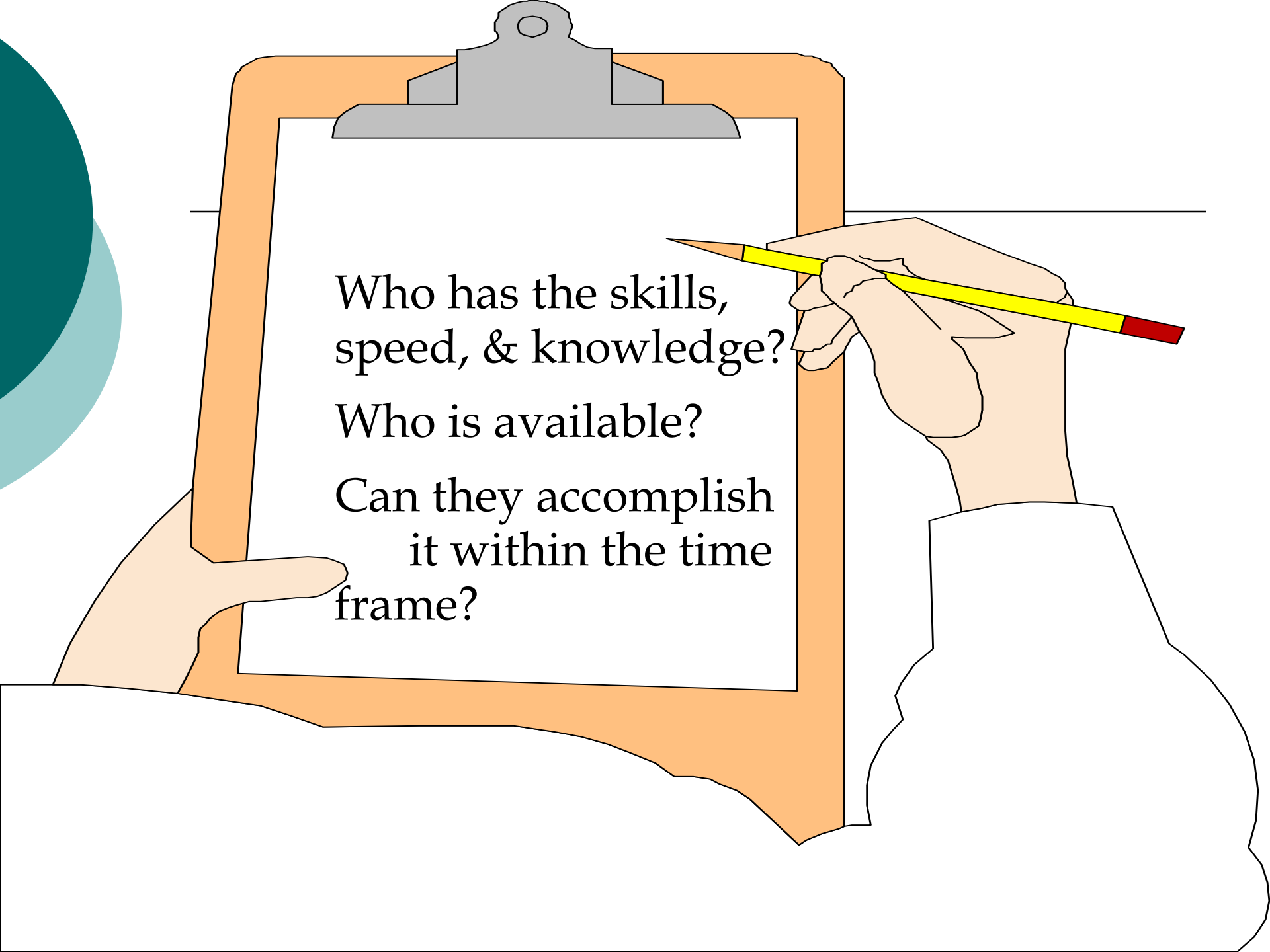
- ⤴ Now who can you give it to?
- ⤴ How do you choose the right employee(s)?



Review The Six Steps

- ① Determine what you want to delegate.
- ② Assess what skills are needed.
- ③ Define the task being delegated.
- ④ Supply the authority and support to the delegatee.
- ⑤ Check progress based on your completion schedule.
- ⑥ Appropriately reward the employee who completes the task.

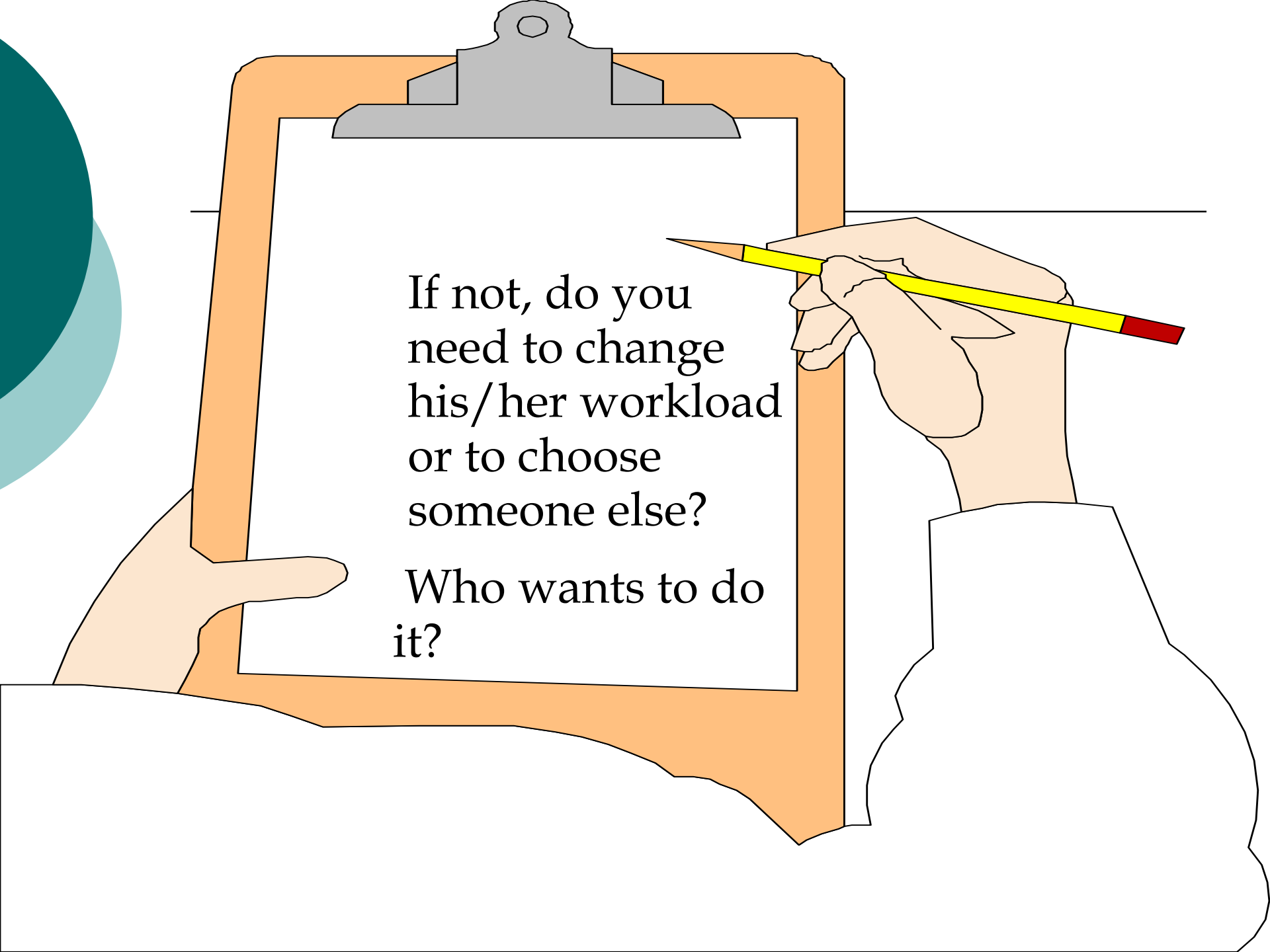


An illustration of a hand holding a yellow pencil with a red eraser, pointing towards a clipboard. The clipboard has a white sheet of paper with three lines of text. The clipboard is orange with a silver clip at the top. A hand is also visible on the left side of the clipboard, holding it steady. The background is white with a teal circular shape on the left side.

Who has the skills,
speed, & knowledge?

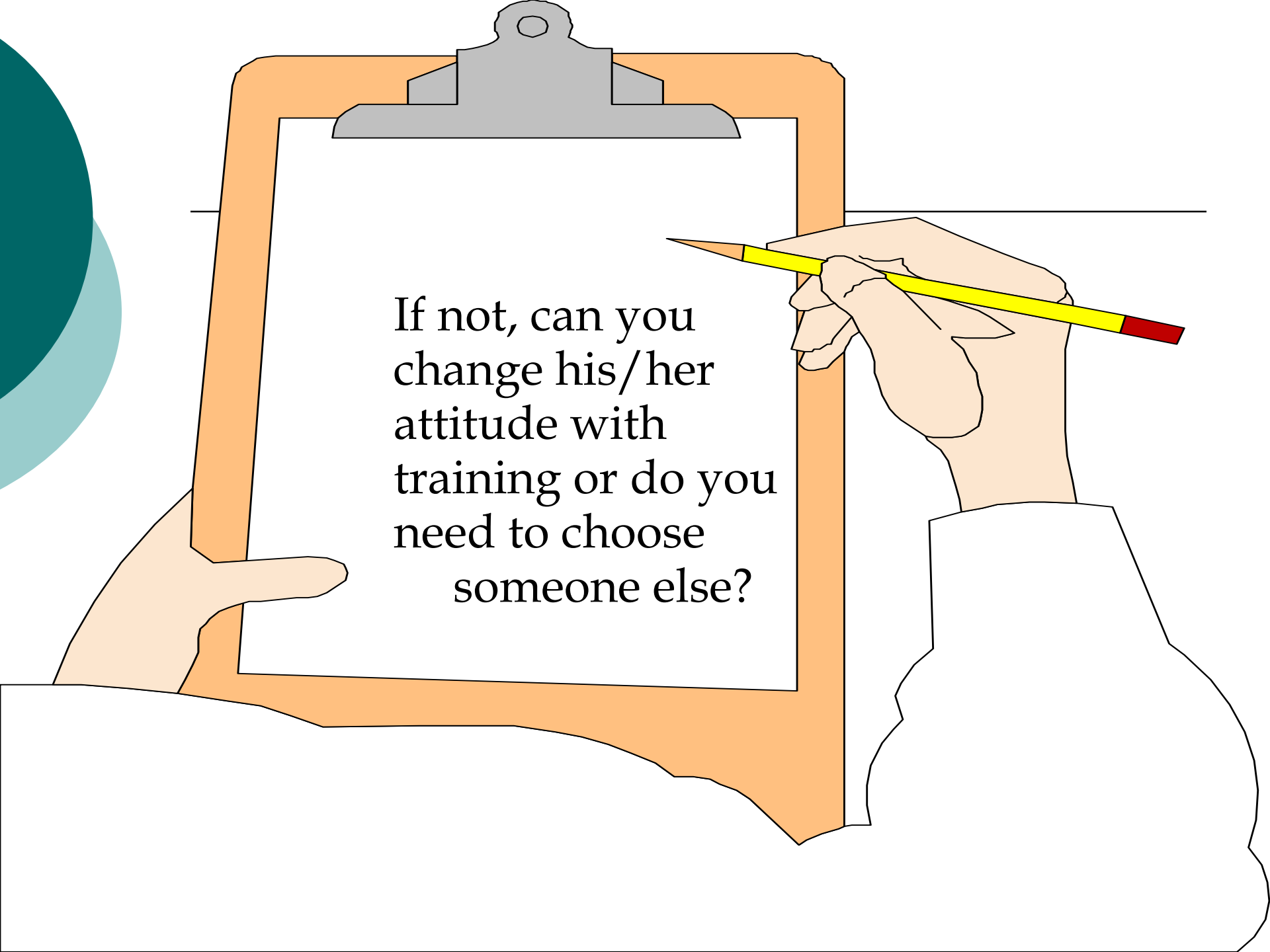
Who is available?

Can they accomplish
it within the time
frame?



If not, do you
need to change
his/her workload
or to choose
someone else?

Who wants to do
it?



If not, can you
change his/her
attitude with
training or do you
need to choose
someone else?

Maximizing Potential



Placing a person in a new situation often taps unused resources that are beneficial to both the individual, the leader and the entire organization.

Wise Words



If you want one year of prosperity, grow grain.

If you want ten years of prosperity, grow trees.

If you want one hundred years of prosperity, grow people.

Chinese proverb