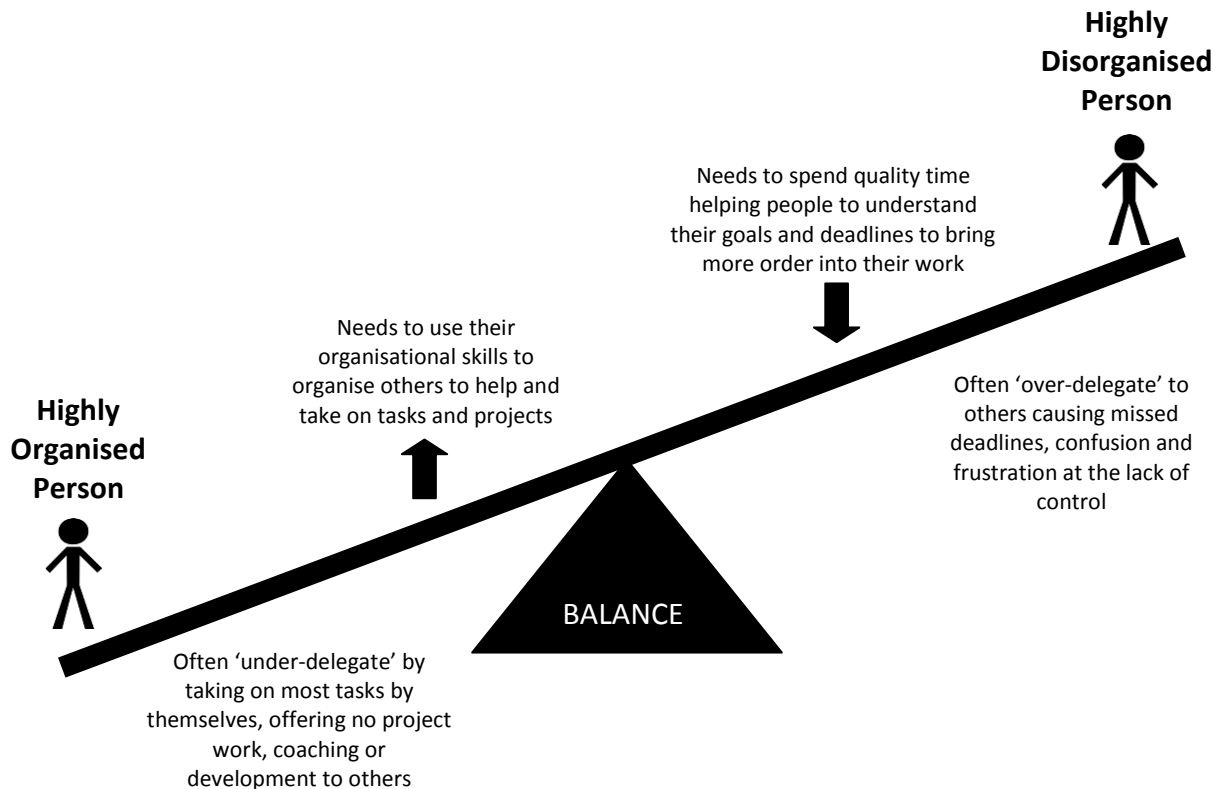


Delegating Successfully

Getting the balance right requires you to find a happy medium between over-delegation and under-delegation. Over-delegation means dumping work, knowingly giving a person a lot more than he or she is likely to be able to handle in the time involved. This is a gross distortion of the entire process and philosophy of delegation. If someone is under-delegating, the individual taking on the work is likely to feel that he or she has been given too little control, and will become frustrated. Alternatively, they may feel willing and able to take more on, but inhibited from doing so. To delegate in a balanced way, the delegator should always ensure that the person has the ability to comment on the plan before any work is started.



Achieving the Right Delegation Balance

Although there is no one formula for delegation, a simple 5 stage sequence can be followed in order to maximise the chances of success:

1. Identify the task/project

Look in detail at your priorities. Identify things that others could do or help you with.

2. Identify the right person

Who could help you? Are they willing, capable and interested? Think about workload and timing issues.

3. Brief the person and set goals and priorities

Discuss what you're aiming for and by when. Set specific goals/targets and invite questions.

4. Support the individual appropriately

Offer help in the form of coaching, training and/or appropriate support. Set review milestones and monitor progress.

5. Recognise the effort or contribution

Offer positive recognition. Learn jointly from the experience for next time.