

Quick Guide To Delegation

Executive Coaching Guide

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Reasons to Delegate

Ways To Use Time Well...

- Stop doing lower priority tasks
- Concentrate on tasks that matter
- Get more effective at what you do
- Delegate more

Why delegate?

- Give you more time for important activities
- To develop and motivate others
- To make use of the skills of others
- To ensure an even spread of work across the team
- To do things quicker by concurrent activity

Reasons People Don't Delegate

- Unable or unwilling to let go
- Lack of faith in others' abilities
- Limited confidence in themselves
- Fear that others will perform better
- Believing it's faster to do it yourself
- Perfectionism
- Need to be liked
- Like to give impression of "overwork"
- Like getting your hands dirty
- Lack of people training
- Difficult co-workers
- No time to work out what the job entails

What To Delegate

What To Delegate...

- Routine jobs together with responsibility & power of decision
- Whole jobs – to give a sense of achievement
- Jobs that others can do better (or more cost effectively)

What Not To Delegate...

- Accountability for a task
- New task without guidance or training
- Unpleasant tasks which are your responsibility

Steps Of Delegation

1. Define the task
2. Select the individual(s)
3. Assess ability and training needs
4. Explain the reasons (get buy-in wherever possible)
5. State required results (get them to explain back)
6. Consider resources required
7. Agree deadlines
8. Support and communicate
9. Feedback on results

Levels of Delegation

Allocate people according to these levels:

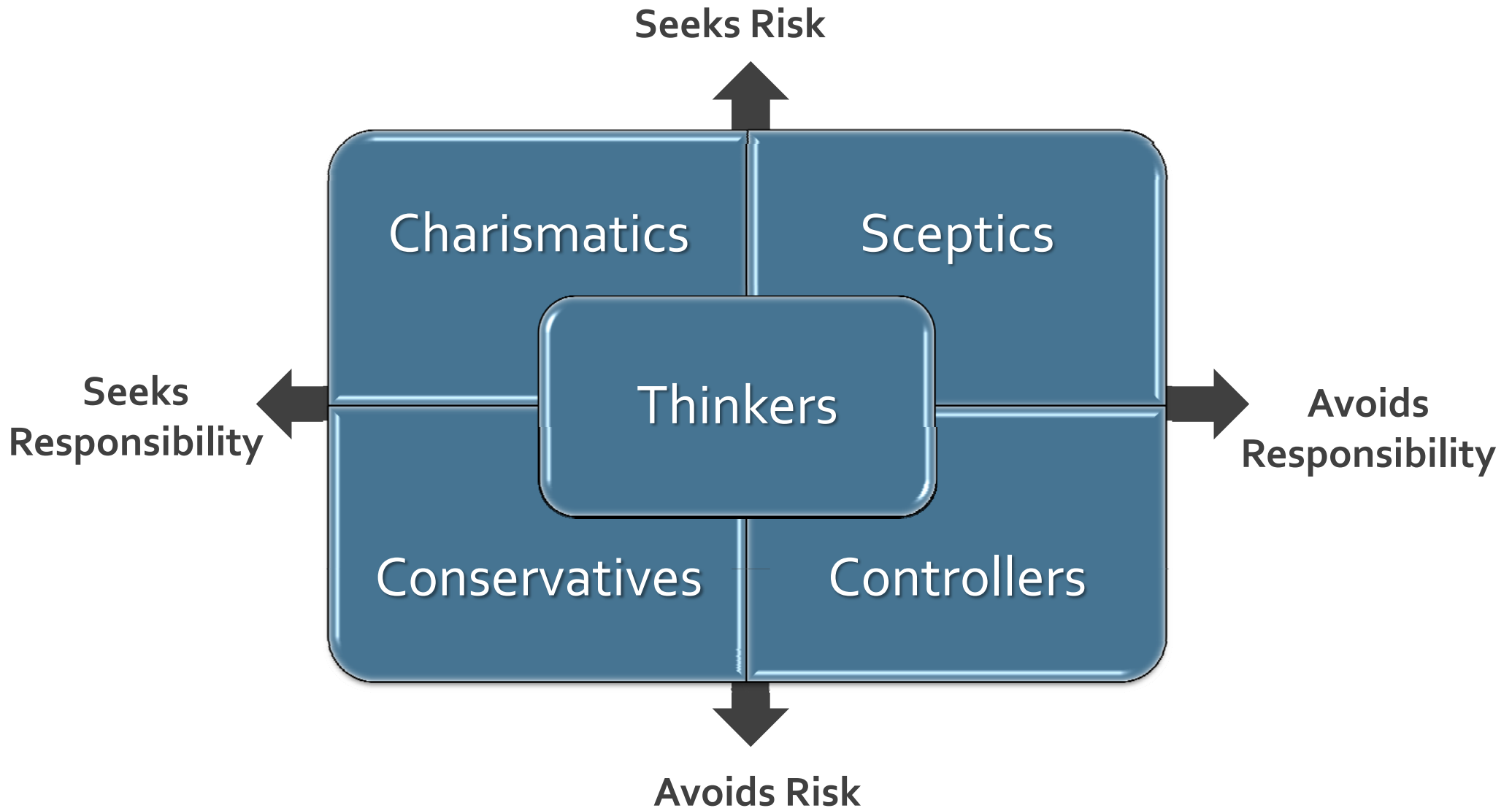
1. Do exactly what I say. Follow these instructions precisely.
2. Look into this and tell me your findings. I'll decide.
3. Give me your recommendation and the other options with the pros & cons of each.
4. Let me know your decision, but wait for my go ahead.
5. Let me know your decision, then go ahead unless I say not to.
6. Decide and take action, but let me know what you did.
7. Decide and take action. You need not check back with me.
8. Decide where action needs to be taken and manage the situation accordingly. It's your area of responsibility now.

Delegation Action Points

*“praise in
public,
criticise
in
private”*

- Delegate early
- Be clear and gain agreement of delegatee
- Agree review dates and stick to them
- Agree a “buffer time”
- Delegate whole jobs
- Don't “hover”
- On completion ... accept what's good enough

Executive Decision Makers



Decision Maker Grid

	Charismatics (28%)	Thinkers (11%)	Sceptics (10%)	Conservatives (36%)	Controllers (9%)
Description	Looking for the next big idea. Easily enthralled with bold and innovative approaches	Work cautiously & methodically through each pro and con of each option before making decisions	Highly suspicious of information that does not fit with their world view. Need to hear from credible sources	Make decisions based on how other trusted execs (including themselves) have made the in the past	Must be in charge of every aspect of the decision process. Need to have ownership of an idea before proceeding
Characteristics	Enthusiastic imaginers, innovative risk seekers, proactive and decisive, responsible and accountable, bottom-liners, interactive	Methodical and process-oriented, information driven, quantitative, precise, relentlessly thorough, guarded and cautious	Iconoclasts, brazenly out spoken, fearlessly confident, assertive and demanding, determined and driven, visionary	Devoted to the tried and the true, averse to the new, conscientious corporate citizens, deft people handlers, empathetic	Driven by fear, proactive, fiercely self-reliant, absolute and resolute, meticulous, unyielding, perfectionists

Reading Decision Makers

