



## Effective Delegation

☑ **Determine 'what' to delegate:** Consider what it is you wish to delegate and how that supports your overall role and priorities. Ask “who is the most junior person in my organisation competent enough to deal with this delegated responsibility?”

☑ **Provide context:** What is the context within which the delegated responsibility fits? Describe to the delegatee this context, the importance, what it gives you and what it gives the delegatee (WIFM – what’s in it for me?). Be clear how the delegated activity fits within the development/aspirational/career needs of the individual.

☑ **Talk in terms of 'what' not 'how':** In delegating remember to delegate responsibility not a task. Describe what you want and allow (unless issues of regulation or compliance dictate otherwise) the delegatee to determine the ‘how’.

☑ **Agree deadlines & reporting:** Unless circumstances dictate otherwise ask the delegatee for to determine the deadline - this begins to foster ownership within the individual. If this is not possible state required deadlines and ask how the delegatee feels about this. Agree how you will check on progress. What will the frequency be? What will the duration of meeting be? Face-to-face? This is important – you should avoid delegating something then waiting until the day before the deadline to see if everything is OK!

A useful acronym to remember in association with the above two points is **SMART**.

**S** - be **specific** about responsibility

**M** - ensure that the success of the delegated activity can be **measured** (time, cost, quality)

**A** - **agree** delegated responsibilities

**R** - set the delegatee up to succeed not fail by making the delegated request **realistic** (within the context of difficulty, time, skill, politics, culture...etc)

**T** - be clear on **timing** for check- and end- points

☑ **Give authority:** Ensure that the delegatee is empowered and communicate this to relevant people. If someone comes to talk to you about a responsibility you have delegated or invites you to a meeting then be clear who is *now* responsible. This is sometimes tough with senior people who may feel ‘comfortable’ dealing with you and so you may need to ‘sell’ the idea to them in advance.

☑ **Equip for success:** Ensure that the delegatee has the time, resources, training and coaching required for success. And moreover, allow mistakes! They will happen and with follow-up coaching these experiences will grow the individual.

☑ **Check understanding & commitment:** You may think you have communicated well and been understood but the only real way to find out is to have the delegatee ‘play-back’ what’s been asked. It’s also key to further foster ownership by asking “what is your commitment for this?” Rating commitment out of 10 is helpful as it gives a scale (albeit a subjective one) against which appetite can be measured. Anything less than 8 should be questioned. Also, watch out for disparity between the words and the sentiments!