



Effective Delegation

“IDENTIFY THE 20% THAT YOU’RE GOOD AT AND
DELEGATE THE OTHER 80%”

Delegation is one of the most important business skills you can learn. Your ability to delegate, is largely shaped by your experiences. However there are core skills you can improve to fast track your effectiveness and help you to avoid the common pitfalls. This self-study workbook contains helpful guidance and techniques you can practice to improve your delegation skills.

NAME



WHY WE AVOID DELEGATION

What Are The Common Reasons Why We Fail To Delegate?



THE THEORY

Given that delegation is one of the most important business skills it's a wonder that people don't do it more often. People often come up with a whole host of reasons for not delegating tasks. Research has found the most common are:

"I don't have time to delegate" – time is the biggest barrier, yet ironically this is what delegation creates.

"If you want a job done right, do it yourself".

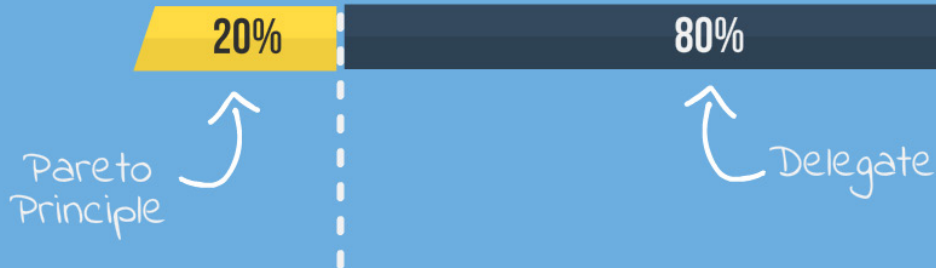
"It takes too long to delegate, I could do it quicker myself".

"I tried delegating once and I was let down by someone else".

Do you recognise any of these excuses? If you do, chance are you're suffering some of the many consequences of not delegating.

Remember – the biggest barrier to effective delegation is often you. You must learn to overcome your anxieties about giving others responsibilities in order to gain the benefits of successful delegation.

ACHIEVE MORE



THE CHALLENGE

IDENTIFY YOUR BARRIERS

Use this exercise to identify barriers to delegation that you recognise in yourself. Take some time to read through the delegation barriers below and tick the box of any barrier you relate to:

Do you feel like you do not have enough time to delegate right now?

Will you feel like you are losing control if you assign one of your tasks to a teammate?

If you allow a teammate to complete a task, will you feel like you will not get credit for it?

Are you afraid that delegation will cause you to give away tasks that you enjoy?

Do you think that no one else can do the task as well as you can?

Are you afraid that delegation will diminish your job or make it redundant?

Do you think your teammates are not experienced enough to handle certain tasks?

Did you tick any of the boxes above?

If so, you have perceptual barriers to delegation. You need to recognise and understand that these barriers are not real and the advantages of delegation far outweigh any perceived disadvantages.

TAKEAWAYS

**REMEMBER – THE BIGGEST BARRIER TO
EFFECTIVE DELEGATION IS OFTEN YOU**

**IDENTIFY AND AVOID PERCEPTUAL
BARRIERS TO DELEGATION**

**THE ADVANTAGES OF DELEGATION FAR OUTWEIGH
ANY PERCEIVED DISADVANTAGES**

NOTES

MONKEY BUSINESS

Effective Delegation Starts with Monkey Management



THE THEORY

Do you ever finish work thinking you spent the whole day working off other people's "To Do" lists rather than your own?

Do you feel like you are doing more but accomplishing less?

If you can identify with these questions, you are likely carrying a load you shouldn't. You have other people's monkeys on your back...

In perhaps the best ever article on the subject of delegation "Management Time: Who's Got the Monkey" by Oncken and Donald, the authors explain how Managers feel overwhelmed. They have too many problems - too many monkeys on their backs.

WHAT IS A MONKEY?

A monkey is the “next move” as demonstrated in this workplace scenario:

You’re walking down the hall when you encounter one of your employees – Joe.

Joe asks to speak with you about a problem he has.

As a good Manager, you want to help Joe so you agree, and standing in the hallway you listen to the problem.

Problem solving is your cup of tea and time flies. What seemed like a five minute chat has actually been 30 minutes. You are now late for your next meeting. You know enough about the problem to stay involved, but not enough to make a decision.

So you say.

“This is an important problem, but I don’t have the time to discuss it now. Let me think about it and I’ll get back to you”.

Did you spot what happened there?

It’s easy when you’re a detached observer, but it’s much harder to spot when you’re in the middle of it.

Before you met the employee in the hall, the monkey was on Joe’s back.

Whilst you were talking, the monkey was under joint consideration.

But when you said “let me get back to you”, the monkey shifted to your back.

By allowing that monkey onto your back you volunteered to do two things that really, your employee should do:

One - You accepted responsibility for the problem. And Two - You promised to provide a progress report.

The next day Joe pops his head in your office and says “Hi Boss, how’s that work coming along?”

You must be careful not to pick up other peoples monkeys. Managers who do, often kill initiative as everyone is waiting for the boss to make the next move.

Nobody wins when you care for and feed other peoples monkeys.

You become hassled and employees feel underutilised.

Rules for Managing Monkeys

The good news is, there a 4 simple rules you must follow to manage monkeys.



Rule Number 1 - Describe the Monkey

The dialogue between a Manager and a staff member must not end until appropriate next moves have been identified and clearly specified.



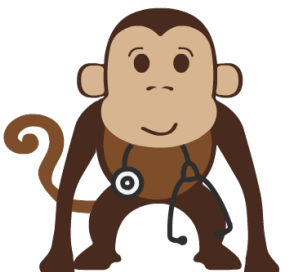
Rule Number 2 - Assign the Monkey

All monkeys need to be owned and handled at the lowest organisational level, consistent with their welfare.



Rule Number 3 - Insure the Monkey

Every monkey leaving you on the back of one of your employees must be covered by one of two insurance policies: 1) recommend, then act, and 2) act, then advise.



Rule Number 4 - Check on the Monkey

Proper follow ups mean healthier monkeys. Every monkey should have a check-up appointment..

If you follow these simple monkey management rules, you will stop viewing employees as problems and start seeing them as major solutions because each of their backs is a depository for several monkeys.

THE CHALLENGE

A CRASH COURSE IN MONKEY MANAGEMENT

Week one: monkey spotting

So you've read the theory, it's now time to start managing those monkeys. Your first task for week one is to try and spot the monkeys. Make a mental note each time you give or receive a monkey. Once you start to look for them, you'll be surprised how many monkeys you'll discover. At the end of the week think about how you could have reduced the number of monkeys on your back.

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Week two: no more monkeys

It's now time to go on a monkey diet. You should aim to reduce the number of monkeys you accept by setting yourself a target. At the end of the week review the number you received against your target and see how you got on.

My monkey target this week is:

..... (Zero if you're feeling really ambitious)

Review how your week went. How did you do?

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Week three: monkey health checks

By now you should find yourself with a little spare time. Utilise this time by checking up on the monkeys and make sure people are looking after them properly. Don't forget to congratulate people on their monkey management efforts.

How are people getting on?

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TAKEAWAY

**WHEN YOU ENCOURAGE EMPLOYEES TO
HANDLE THEIR OWN MONKEYS, THEY
ACQUIRE NEW SKILLS AND YOU LIBERATE
TIME TO DO YOUR OWN JOB**



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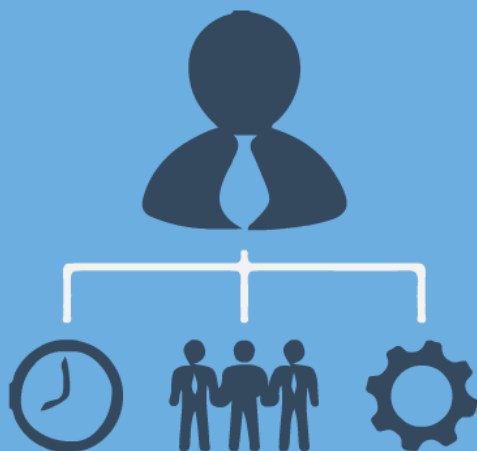
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WHAT AND WHEN TO DELEGATE



THE THEORY

Knowing what and when to delegate is a skill. Effective delegation is built on these two foundations.

You need to understand what tasks are suitable for delegation and when to ask your employees to perform certain tasks. If you try to delegate work that is unsuitable, or should have been done by you, you are likely to fail.

To become an effective delegator you need a system.

Next time you're faced with a delegation dilemma, consider these three golden rules of delegation:

Number 1- Time

Do you have enough time to delegate the task? For the delegation to be successful, you must be able to give sufficient instruction and support. You must also give yourself enough time for corrections.

Number 2 - Availability

Is someone available to do the task? It's essential that you have people with the necessary skills and expertise to complete the job successfully. Some employees will be closer to day to day activities and may well perform faster than you.

Number 3 - Criticality

Is the work critical to the success of the project or company? High profile tasks that have a low tolerance for mistakes are better done by yourself.

TAKEAWAYS

**GOOD DELEGATION SAVES YOU TIME,
DEVELOPS YOUR PEOPLE, GROOMS A
SUCCESSOR, AND MOTIVATES**

**POOR DELEGATION WILL CAUSE YOU
FRUSTRATION, DEMOTIVATES AND
CONFUSES THE OTHER PERSON, AND FAILS
TO ACHIEVE THE TASK OR PURPOSE ITSELF.
SO IT'S A MANAGEMENT SKILL THAT'S
WORTH IMPROVING**

NOTES

HOW TO DELEGATE

THE THEORY

Now you know what and when to delegate, you must next master how to delegate, because successful delegation can actually depend on how you hand over the task.

As an effective delegator, you need crystal clear communication so that people know precisely what is expected of them.

To do this, try to always consider the following rules before handing over a task:

No.1 Clarify your expectations

Tell the person what you need accomplishing and why it's important. If a person understands the desired results, it's much easier for them to see the bigger picture.

No.2 Establish checkpoints

Plan how you're going to check the work is being completed by establishing regular checkpoints and project stages. Don't overdo it as that can seem oppressive. Only check key points within the project.

No.3 Delegate the results, not the process

Try to focus on the end result, allowing the person performing the task to determine how best to achieve it. Keeping too much control and dictating how to perform the task means you risk not taking advantage of the person's experience.

No.4 Define your role

Explain how much support you'll provide before the project begins. Often, the more authority you give, the better the end result will be. Make sure the person understands when they should get your approval to move on and when they can use initiative.

No.5 Talk about consequences

Inform people of the consequences of both successful and unsuccessful results. So, what rewards can they expect if they do a great job? And what will happen if they don't achieve the expected results?

THE CHALLENGE

Think of a task you need to delegate and write it down:

.....

Now using the delegation table below, work through each stage and record your ideas:

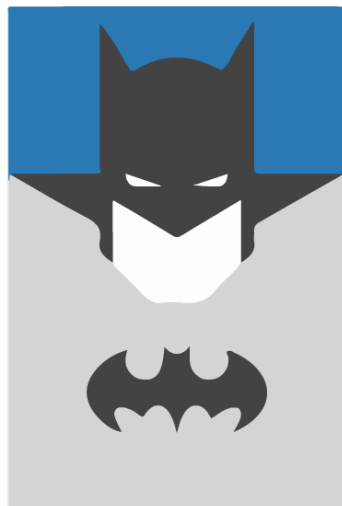
Delegation Template	
The Guideline	Instructions you will provide/What you will say
State your need for help	E.g. "Hi Jane, I need your help"
Say why you are asking this person versus another	E.g. Trust, skill, development, interest
Ask for specific acceptance	E.g. "Would you be willing to take over the monthly report preparation?"
Describe the task in detail	E.g. "Here's what's involved..."
Define deadlines and quality standards	E.g. "I need the report back by...." and "show me a draft by Monday so I can check we're on the same track"
Discuss reporting standards	E.g. "I'd like you to provide me with an update every Friday"
Discuss skill/training needs	E.g. "Do you need anything from me in order to do this?"

TAKEAWAY

DELEGATION DOESN'T COME NATURALLY TO MOST OF US, AND WE OFTEN THINK IT'S EASIER AND SAFER TO DO EVERYTHING. UNFORTUNATELY, THIS LEADS TO MORE STRESS AND LESS TIME.

TRY TO REMEMBER THAT YOU CAN DO ANYTHING, BUT YOU CAN'T DO EVERYTHING.

EVEN BATMAN HAD ROBIN!



ACTION PLAN

KEY SKILLS (WHAT ARE THE KEY SKILLS YOU HAVE LEARNT DURING THIS COURSE)

WHAT WILL YOU DO DIFFERENTLY IN THE WORKPLACE?

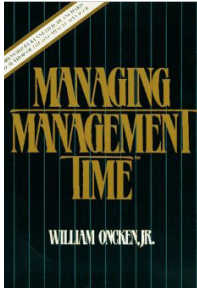
WHAT OBSTACLES MIGHT GET IN THE WAY OF YOU ACHIEVING THIS?

WHAT, OR WHO MAY HELP YOU OVERCOME THESE BARRIERS?



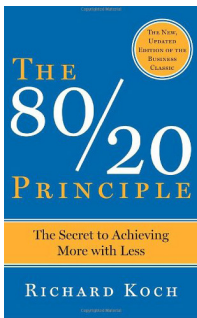
SUGGESTED READING

If you would like more detailed explanations or additional advice on the topic of Effective Delegation you should consult the following literature:



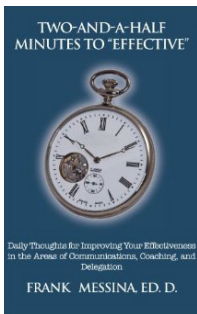
MANAGING MANAGEMENT TIME; WHO'S GOT THE MONKEY

Oncken & Donald



THE 80/20 PRINCIPLE

Richard Koch



TWO-AND-A-HALF MINUTES TO EFFECTIVE

Frank Messina

This workbook was produced by:

