

Delegation – Identifying What You Could Delegate



Delegation starts with identifying what tasks you could or should delegate.

There are 3 types of task in everyone's role.

A tasks = these **must** be done by you. Perhaps you have unique technical knowledge or skills or the risk of passing across to others is just too great. It's tempting to put too many tasks in this category, so be careful here. A task you might rate as A, someone else might see differently.

B tasks = **could** be done by someone else. The could indicates that certain things need to happen before you can delegate. Perhaps you will need to develop capability in an existing person.

C tasks = **should** be done by someone else. These are your low hanging fruit. There is already someone with capability and willingness to do this.

Write down all the tasks in your role (these may happen daily, weekly or monthly) and allocate an A, B or C to each, using the above criteria. The B and C tasks are the one's you should take forward to plan to delegate.

A-B-C Task Identification



Write your list first, then allocate a letter (ABC)

Adapting Your Delegation Approach



The delegation and management approach will need to vary depending on two factors: how capable the person is and how motivated they are. If someone is capable and motivated, let them fly. Little oversight is needed. All others needs varying degrees of oversight and support.

High WILL



Low WILL

2. SUPPORT AND COACH

Balance amount of specifying methods with some empowered decisions

Medium level of checking in and supervision

Relax control as progress is shown

4. EMPOWER & DELEGATE

Provide freedom in job methodology

Low level of supervision needed

High level of trust and recognition

1. DIRECTIVE STYLE

Provide clear briefing; define fairly strict methodologies; sell benefits; frequent feedback and clear expectations

Regular check in's on progress

Structure 'quick wins',

3. MOTIVATE & EXCITE

Identify reason for low will

Develop intrinsic motivation, incentives, value alignment

Monitor and provide recognition to reinforce positive behaviours

Low SKILL



High SKILL

Final Assessment of What To Delegate



Identify two or three of the B and C tasks and answer the following questions to clarify your perspective:

1. What task(s) have you identified?
2. What are the key reasons for you to delegate it?
3. Rate the person (1-10 with 10 high) you are considering delegating to on (a) their skill and capability to do it currently and (b) their will and motivation to do it.
4. How does the rating affect your thinking about what task to delegate?