

# ***Understanding Delegation***

## ***Session One***

- **Effective delegation** is an essential managerial skill.
  - **It is the manager's key to efficiency.**
- To achieve the best results, you must be aware of its benefits and recognize the barriers that can hinder its success.

### **Defining Delegation**

- Delegation involves ***entrusting another person with a task for which the delegator remains ultimately responsible.***

### **Principle**

***Use delegation to benefit you, your staff, and your organization.***

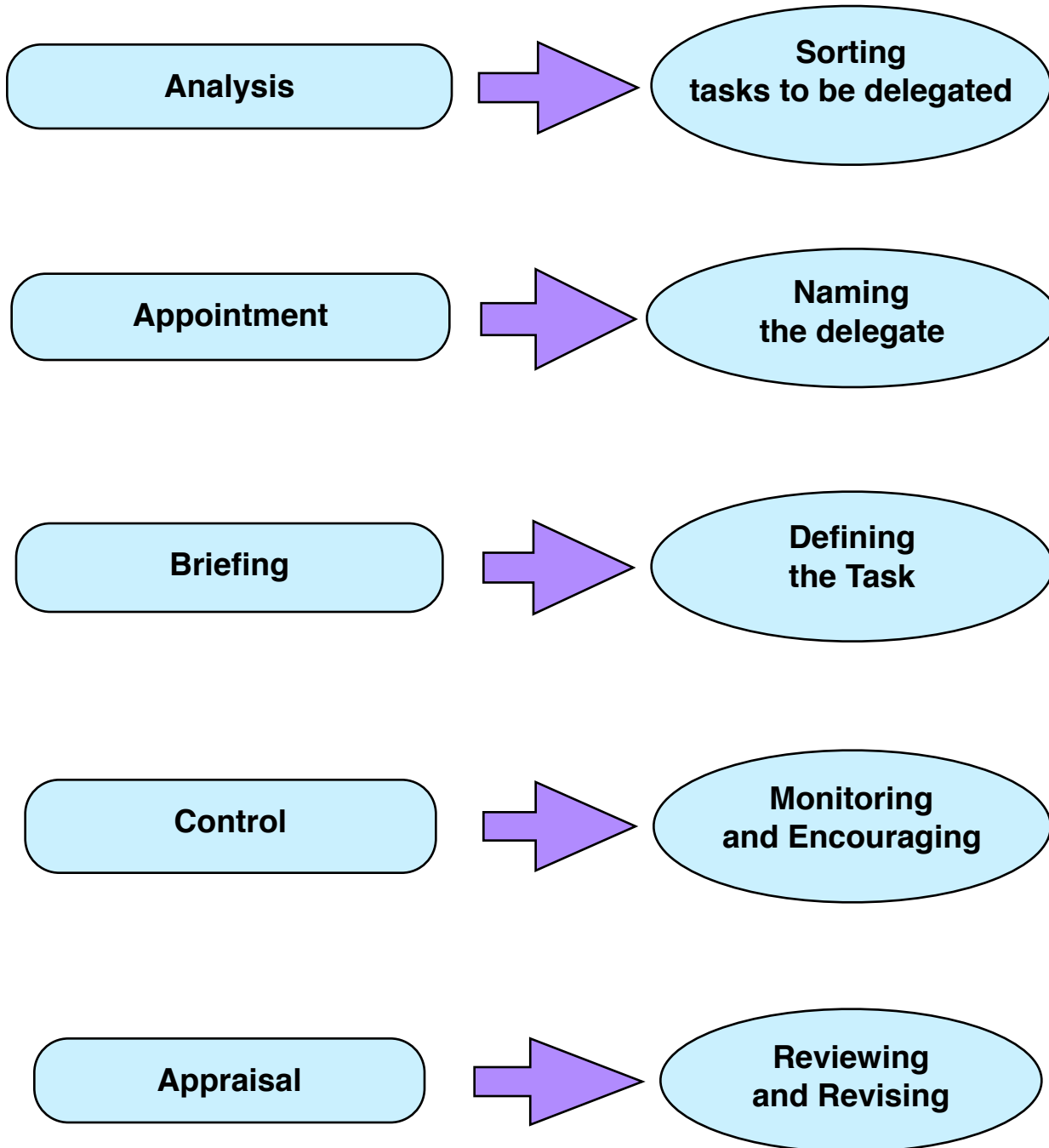
### **Exploring the Fundamentals**

- The basic issues involved in delegation are ***autonomy*** and ***control***.
  - **How much authority is the delegate able to exercise without referring back to the delegator?**
  - **How far should the delegator exercise direct influence over the work of the delegate?**
- When choosing a delegate, you are assessing whether a particular person is fully **capable of performing the task within available resources.**
- **Having appointed a delegate, you must ensure that they are allowed sufficient autonomy to undertake the task in their own way, subject to an initial briefing and regular reports on progress.**

### **Defining the Process**

- The ***unending process of delegation*** is integral to the manager's role.
  - The process begins with the ***analysis***--selecting the tasks that the manager could, and should, delegate.
- When the ***tasks*** are selected, ***the parameters of each should be clearly defined.***
  - This will help the delegator to ***appoint*** an appropriate delegate and to provide as accurate a brief as possible.
- Whatever the role, proper ***briefing*** is essential--***you cannot hold people responsible for vague or undefined tasks.***
- Monitoring of some kind is also essential, but should be used for ***control*** and ***coaching rather than interference.***
- The final stage is ***appraisal.***
  - ***How well has the delegate performed?***
  - ***What changes, on both sides, need to be made to improve performance?***

## Understanding the Stages



**Principle**

***Always be positive when reviewing--expect to hear good news.***

**Principle**

**Show faith in your chosen delegate, even if others have reservations.**