

Quick Guide: How To Delegate More Effectively

Do you try to do everything yourself? Effective managers get things done through other people, by delegating. This helps with workloads, develops staff and creates a positive and motivated team, if done well. So here are the **top ten tips** to help you develop this crucial management and leadership skill:

- 1. Work out what you do** then consider **why** you do each task and why **you** should keep it. The purpose is not to unload or dodge the dirty work, but to build an efficient, multi-skilled team, allowing you to focus on your key responsibilities.
- 2. If the task is not** a) essential to your overall control, perhaps because of legal requirements; b) does not involve discipline over your team members and their colleagues; or c) is a confidential security and policy matter restricted to your own level, then it **can** be delegated.
- 3. Understand the task fully** so you can select the right person for the task and so be able to brief your staff member thoroughly.
- 4. When handing over the task**, allow adequate time to explain the scope, results, resources, deadlines, risks and reporting procedures. Remember too, to tell them of your confidence in their ability to do the task well.
- 5. Ask for feedback** and encourage questions to eliminate any confusion. The more time you invest at this stage will be rewarded with a higher quality outcome.
- 6. Delegate the appropriate authority.** For example: "Do the task and I'll sign off"; "Do it, we'll discuss your approach and I'll decide" or "Do the task and you sign off".
- 7. Inform any necessary others** of who is now responsible for this task, and encourage them to deal direct with your team member in the future.
- 8. Monitor progress unobtrusively.** It is a good idea to confirm in advance how often and how you will be available for help, guidance and monitoring.
- 9. Review your plan** on completion, to make sure your team member has also gained from the task.
- 10. Appreciate and reward a job well done** – both privately and publicly. Sincere recognition for achievement will increase your effectiveness when working with others.

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