

The Seven Steps to Effective Delegation

1. Results

Determine your desired results before you communicate with the person. Then communicate to create a clear, shared understanding of what needs to be done. It is important for them to see what needs to be done and by when –ask them to describe it to confirm this shared understanding.

2. Performance guidelines

Determine the guidelines within which you need them to work to minimise risk, maximise quality and ensure success. Know what policies or procedures they must adopt and what systems they need to use. Or at least identify the research they need to undertake to ensure this outcome.

3. Time to communicate

It is critical that you set aside time to communicate these desired results and performance guidelines. It is highly preferable you do this in a face-to-face scenario and if this not a viable option then at the very least in a voice-to-voice scenario. E-mails only work if you have a strong relationship with an experienced person! Yellow stickies stuck to files are terrible!!

4. Resources

Identify and agree on all the resources available to this person in completing the task – like financial (budgetary constraints), time of people (like yourself and others in the team who they can call on), technical and other organisational resources.

5. Accountability

Set up the personal commitment and effort you expect – eg. no spelling mistakes in the document, all risks addressed in the project plan, timeline adhered to strictly, minimal overtime, call me if you are having a problem etc. Be very clear on what you expect from them at this personal level.

6. Consequences

Clearly specify what happens if they do not perform and attain the level of accountability you are looking for – to them, to you and for the client.

7. Check-in points

Set up and adhere to mutually agreed check-in points. These depend on the complexity of the task, the risk associated with the task and the level of experience (maturity) of the person to whom you are delegating. Agree what you expect to be done for each check-in point so there can be no confusion! At these check-in points you can determine if extra support and coaching is needed and provide it.

Purpose is our direction in life: passion takes us there.

Mobile: 0418 973 513