


Delegation Technique

The method used to delegate affects the chance of achieving desirable results. Regardless of the degree of delegation, it is always good to clearly state the task objective and any limits to be observed in pursuing it, to describe the envisioned outcome, to invite questions and check the understanding of instructions, and to provide for communication in case of trouble and upon task completion. A more elaborate set of tips is presented in the following box. Although poor results can most often be traced to the first step (planning), failure to communicate during and after the job makes any problems more likely to be repeated. Evidence of this accumulates every day, affirming the old adage: “People do more of what is inspected than expected.”



Steps in a Delegation Process

- 1. Plan**
 - a. Decide what you want, and be as specific as possible. Envision good results to be achieved and bad ones to be avoided.
 - b. Determine the extent of the delegation you are prepared to make, considering the cost of a mistake and the people available.
 - c. Identify any specific methods to be used and problems to be expected.
 - d. Set a tentative schedule of checkpoints.
- 2. Explain**
 - a. Cover all of the above in your explanation to the worker.
 - b. Take enough time and use a suitable place.
 - c. Write down directions and hand over your note to reinforce your points, especially if the task is complicated.
 - d. Ask for ideas and questions to check the employee's understanding.
- 3. Follow-up**
 - a. Check as planned.
 - b. Recognize what is going well.
 - c. Provide information to help correct things things that are not going well or according to plan.
 - d. Ask if any help is needed.
- 4. Assess result and communicate**
 - a. Meet personally with the worker.
 - b. Praise, console, and look forward to the next project.