



10 Steps to Successful Delegation

Over the last couple of weeks we've been exploring the topic of delegation – [click here](#) if you missed last week's article

Last week, I asked you to draw up a plan outlining one thing to delegate each week or month to a team member. Hopefully you have a team member in mind for your first task and you are ready to make a start.

So here are the ten steps to successful delegation (In **bold type** are the bits that are often forgotten – but they are CRUCIAL to your success)

- Set uninterrupted time aside to explain the task to the team member and outline the context, purpose and importance of the task;
- Explain why you have chosen this person to do the specific task (what strengths/knowledge/experience does he/she have already and/or how will this task help him/her to stretch or develop new skills?);
- **Then ask: What questions do you have so far?**
- Start with the end in mind. Be crystal clear on your expectations, desired outcome, the parameters and accountability lines plus any 'non-negotiables'. (For instance, I'm a bit of a stickler when it comes to punctuation so it is important to me that anyone who does work on my behalf pays attention to this). Make these non-negotiables explicit; don't expect people to know your foibles or preferences!!
- **Then ask again: What questions do you have so far?**
- Agree timescales – if your team member is concerned about 'getting it all done' help him/her to find a way around this by asking the question 'what needs to happen for you to be able to take this task on'?
- Once you've agreed all the details of the task, **ask the team member to summarise back to you everything you have agreed so far** (this will help to ensure that s/he understands what you are asking and you can fill in any gaps). 'Is that clear?' Is **NOT** a good question at this stage;
- Agree regular reviews – diarise them. This might be 15 minutes each morning or an hour a week depending on the task. Don't micromanage. Instead, ask: **How is it going? What support do you need from me? What are your challenges/successes so far?**

- **Give crystal clear feedback where possible on the work at each stage – what's great and what can be improved ?**
- **Recognise and reward the work when it is complete.**

And remember:

- Expect excellence not perfection (unless you are working on my punctuation, that is!)
- Allow plenty of time for the task where possible – (yes, you might have to grit your teeth a bit....!)