



Delegation – 5 Key Questions – And More!

We're going to dig a bit deeper into WHAT to delegate – and how to make a start.

Firstly, it's fair to point out that many of us know the **theory** of delegation but we still don't do it or don't do it enough. Why? Our [mindset](#) and limiting beliefs get in the way. I'll talk more about that in my 29 May post coming up. (You know by now that this is a constant theme in my writing!)

So, here goes.

What to delegate

One of my mentors used to say '*never do anything yourself that somebody who is paid less than you could do*'.

I can see you cringing as you read this but think about it. In my experience many senior leaders are focusing on things that their own team members could do at the expense of the really crucial stuff. (we'll look at why this might be in my post on 29 May.)

Where to start

The best way to make a start is to take an hour or so out of the day and do a list of every task that, in theory, could be done by somebody else. (In other words, it's not critical that YOU do it). It could be anything from your diary management, emails, attendance at a particular meeting, presentations, reports and so on. Don't discount any task at this stage and, if necessary, keep going back to the list as you think of more tasks. If you have a PA or assistant sit down with him/her and ask the question 'What could you do for me that you are not currently doing?' or 'how can you help me be more effective?' Indeed, these are great questions to ask your team members too. Trust me; there is a whole bunch of superb PAs out there whose talents are not being fully utilised.

Then there are five key questions to ask yourself:

- Who has (or can be given) the necessary training/support/knowledge to do this task?
- Does the task provide an opportunity for development and growth for someone else? Or is it a routine task that could be done just as well (or better) by someone else?
- Is it a task someone else might enjoy?
- How can I carve out time to delegate the job effectively and to check progress and offer support? (The answer here, by the way, is not 'I can't'!)
- How can I help THE OTHER PERSON/PEOPLE carve out time to do the task effectively?

Then:

- Where do I start?

To which the answer is, as always –take the first step. Decide on one thing, each week or month that you want to delegate and draw up a plan.