

Delegation: The Steps

- * **Define the job you want to delegate.** What results do you want? What are the most important parts of the task?
 - * **Pick the right person for the job.** Who has the time, the interest and the skill?
 - * **Delegate clearly:** Take the time to explain clearly and precisely what is expected. Step back from the details, but give examples of what you expect.
 - * **Look for cues that show you that you've explained the job clearly.** Ask the person to repeat your instructions back to you.
 - * **Start small:** Delegate small tasks at first. Then, as success is experienced, gradually build skills and confidence by assigning more challenging jobs. **If** you delegate a project in total, break it down for the person if they are unsure how to start, or have no idea how to complete the project. Tailor your instruction to the person, their experience, etc.
 - * **Be realistic:** Set realistic deadlines and assign appropriate tasks.
 - * **Keep an eye on the project you've delegated:** you usually get back what you inspect, not what you expect. **But, be careful not to hover.** Set times up for check points or milestones over the phone or in person. Let the delegate run that update session because they own the project, not you!
 - * **Give the person you delegated to room to be creative.** Tell people what to do, not how, and they will surprise you with their ingenuity. **(in other words, you give them the goal** ie: I want 6 forms of publicity for our event, and **the delegate determines the strategy** or how to do it. For example, she decides to create 100 color flyers for the carnival, a press release, radio announcement, email to last years' attendees, newsletter article, announcements, etc.
- When the job is done, hold a post-mortem.** Review what worked well and what could be improved. Learn what you as delegator should do better next time. Remember the communicator is responsible for the quality of the message, not the receiver.
- Reward a job well done.** Say thank you and show your appreciation with feedback and recognition. Be specific, ie: "Great communication skills, creative flyer, good management skills, clear speaking voice, effective article, strong organization skills", not "good job", without specifics.