

### When to Delegate

Delegation is a win-win when done appropriately, however that does not mean that you can delegate just anything. **To determine when delegation is most appropriate there are five key questions you need to ask yourself:**

1. Is there someone else who has (or can be given) the necessary information or expertise to complete the task? Essentially is this a task that someone else can do, or is it critical that you do it yourself?
2. Does the task provide an opportunity to grow and develop another person's skills?
3. Is this a task that will recur, in a similar form, in the future?
4. Do you have enough time to delegate the job effectively? Time must be available for adequate training, for questions and answers, for opportunities to check progress, and for rework if that is necessary.
5. Is this a task that I should delegate? Tasks critical for long-term success (for example, recruiting the right people for your team) genuinely do need your attention.

If you can answer "yes" to at least some of the above questions, it could well be worth delegating this job.

### Other factors that contribute to consider:

1. The project's timelines/deadlines.
  - How much time is there available to do the job?
  - Is there time to redo the job if it's not done properly the first time?
  - What are the consequences of not completing the job on time?
2. Your expectations or goals for the project or task(s), including:
  - How important is it that the results are of the highest possible quality?
  - Is an "adequate" result good enough?
  - Would a failure be crucial?

## Delegation and Management of Tasks

### How Should You Delegate?

1. Clearly articulate the desired outcome. Begin with the end in mind and specify the desired results.
2. Clearly identify constraints and expectations. Where are the lines of authority, responsibility and accountability? Should the person:
  - Wait to be told what to do?
  - Ask what to do?
  - Recommend what should be done, and then act?
  - Act and then report results immediately?
  - Initiate action and then report periodically?
3. Where possible, include people in the delegation process. Empower them to decide what tasks are to be delegated to them and when.
4. Match the amount of responsibility with the amount of authority. Understand that you can delegate some responsibility, however you can't delegate away ultimate accountability.
5. Delegate to the lowest possible organizational level. The people who are closest to the work may be best suited for the task. This also increases efficiency and helps to develop people.
6. Provide adequate support, and be available to answer questions. Ensure the project's success through ongoing communication and monitoring as well as provision of resources and credit.
7. Focus on results. Concern yourself with what is accomplished, rather than detailing how the work should be done: Your way is not necessarily the only or even the best way! Allow the person to control his or her own methods and processes. This facilitates success and trust.
8. Avoid "upward delegation". If there is a problem, don't allow the person to shift responsibility for the task back to you: ask for recommended solutions; and don't simply provide an answer.
9. Build motivation and commitment. Provide recognition where deserved.
10. Establish and maintain control.
  - Discuss timelines and deadlines.
  - Agree on a schedule of checkpoints at which you'll review project progress.
  - Make adjustments as necessary.
  - Take time to review all submitted work.

Source: <http://www.starsalliance.org/leadership-student-module-skills-delegation>