

Delegating Authority

leadership.quick tips

Delegating Authority

“Delegating works, provided the one delegating works too.”

-Robert Half

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Effective Delegation occurs when a leader matches a member's interest and capability with an appropriate task to be accomplished.

Why We Fail to Delegate

- The belief that I can do it better than anyone else.
- Force of habit.
- My members are already too busy.
- I don't want to dump jobs onto anyone.

To delegate effectively a leader must:

- Know the tasks to be accomplished.
- Know the capabilities of the members.
- Know the interests of the members.
- Be able to match the right people with the right task.

Eight Rules for Delegating Authority

1. Make sure the member has the skill, talent, and ability to perform the job.
2. Delegate not only the menial, unimportant jobs but also the significant ones.
3. Make sure members clearly understand the task.
4. Allow the member latitude in how the job should be performed.
5. Provide all resources necessary to perform the job.
6. Remain accessible.
7. If the job is performed well, praise the member. If not, tell the member how to improve.
8. Delegate often—everyone wins.

Delegation for a Winning Team

1. Keep a file on each member.
2. Identify your "people people" and your "project people".
3. "Round out" your people. Give them tasks that utilize their strengths, but also remember to delegate some to help improve their weaker skills.
4. Read between the lines- keep your eyes open, people reveal themselves in unexpected ways.
5. Allow new team members opportunities to show their strengths.

9 Ways to Develop Your Members

1. Assign important, challenging tasks.
2. Gradually distribute responsibility for tasks you usually perform personally.
3. Praise employees when they have performed a job well.
4. Involve members in decision-making solicit their suggestions.
5. Encourage them to attend leadership development sessions.
6. Provide frequent, honest, and objective feedback.
7. Don't solve problems for them.
8. Remain accessible for their problems or questions.
9. Train your members so that one or more of them can take over your job when you leave.

An Appropriate Time to Delegate is When:

- Details take up too much time and have to be divided.
- Someone will benefit from the responsibility.
- There is work to be done.
- A member has particular qualifications for or an interest in the task.

The Time Not to Delegate is When:

- The work is your own specific responsibility.
- A member is over-qualified or under-qualified for the task.
- The area is big or is an unresolved problem or issue.
- The task is something you would not want to do yourself.

After Delegating You Should Do The Following:

- Continue to direct and assist your team for success.
- Make sure everyone is focused on success.
- Meet regularly to provide support and check on the progress of delegated tasks.
- Ask for feedback on your delegation and general workflow.



*Not delegating tasks can cause unwanted and unnecessary stress!!!
You cannot and should not do everything, all the time for your organization.
Share the load.*