The Virtuosity of Delegation:

Whose Task Is It?

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Learning Objectives

We will identify reasons why delegation is essential for managers/supervisors of high performing teams.

We will outline whom and how they might delegate a task and follow up with an employee.

Developing Initiative in Team Members

Discovering key aspects of Successful Delegation
YOU CAN DO ANYTHING

BUT

YOU CAN'T DO EVERYTHING

- DAVID ALLEN -

SuperSecretaryBiz
Delegation:

- Is the assignment of any authority to another person to carry out specific activities.

- It is one of the core concepts of management leadership.
Conjectures about Delegation

“Isn’t easier to do it myself.”

• Have you ever said this? Is it true?

“If you want something done right, do it yourself?”

• Do you agree or disagree? Why?

“I want to do it myself.”

• You believe the person won’t be able to handle the assignment
• You feel you won’t have the time to turn over the work and provide the necessary training
• Is this a flawed approach? Why or why not?
• Do you want the satisfaction, kudos, etc. that go along with doing a job yourself?
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<th><strong>To Whom to Delegate</strong></th>
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<td>If you can only provide a minimal amount of support, assign someone who can do the work independently</td>
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<td>Consider motivation as well as experience</td>
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<td>Use a planning meeting to clarify roles and responsibilities, materials and details</td>
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<td>Beware of over-assigning work to individuals with a proven track record— you may miss opportunities to develop the skills of the rest of your team</td>
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<td>Assign whole jobs if appropriate rather than just bits and pieces</td>
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How to Delegate

Key Focus Areas:

- Collaboratively Set Expectations
  - Encourage the employee to recommend solutions or options
- Determine level of involvement for both you and the employee
  - What level of authority is appropriate?
  - Consider the employee’s experience, motivation and initiative
How to Delegate

Do Not Micro-manage

Follow Up

- Take advantage of natural opportunities to check on progress
- Ask employees to evaluate their progress and performance
- Observe employees in action
- Give time feedback
- See everything, overlook a lot, and correct what counts
- When an employee gets off target, get his or her viewpoint first, THEN ask how he or she plans to correct the problem
How to Delegate

**Provide Support**

Walk around and talk with employees

- Ask what you can do to help
- Update your calendar regularly
- If out of the office, set up times to check in
- Plan and facilitate meetings effectively to ensure objectives are met
- Recognize work that is well done
- Encourage employees to critique their own work or ask others for feedback
How to Delegate

Periodically evaluate how effectively you are delegating, including:

• What is working well?
• What problems exist?
• What can be done differently in the future?
Delegation: The Five Levels of Initiative

- Developing Initiative in Team Members

- Degree of Initiative
  - Waits until told
  - Asks what to do
  - Recommends, then takes action
  - Acts, but advises at once
  - Acts on now, then routinely reports
Principles for Effective Delegation

Levels of Initiative – Make It Clear

• Do it and don’t report back
• Do it and let me know what you did
• Inform me of what you intend to do, move forward with the task unless you hear from me
• Inform me of what you intend to do, BUT don’t move forward with the task until you hear from me
• Investigate all the available alternatives and make a recommendation to me about what should be done
• Give me all the information available and I will make a decision
Principles for Effective Delegation

Delegation Reminders

- Make sure that the one to whom you are delegating knows they are responsible to do the job
- Make sure your instructions are clear and the task well-defined
- Make sure they can do the job
- Make sure you have given all the needed authority, as well as the responsibility
- Try to put what is wanted in the form of a goal they can own
References/Resources

Maginn, Michael D. The Second Skill-Delegation-Not My Monkey. Website

THANK YOU FOR YOUR ATTENTION!

Any questions?
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