



Delegating a task

Leadership Dimensions

Engaging the team

Connecting our service

"... Delegation is the process of entrusting authority and responsibility to others, to manage the work of other people and meet the objectives of the organisation... a routine task for you is often a growth opportunity for someone else, and by increasing the involvement of team members you increase their enthusiasm and initiative..."

Knowing when, how and to whom you can delegate requires a complex understanding of the task in hand, the process of delegation and the skills and existing workloads of the people available

It is important to achieve the **right balance**, because **delegating too much** may result in a loss of control, while **failing to delegate** or **not delegating enough** can lead to duties not being completed - as well as a demotivated and uncooperative team...

In addition to the 'it's not my job' attitude, (outside my job description) there is also the 'if you want a job done properly, do it yourself' philosophy - a logical theory based on the fact that it sometimes takes longer to tell someone what to do than it takes to do the job."

*How to delegate your way to a better working life
Jacqueline Wheeler, Buckinghamshire Chilterns University College, 2001¹*

When to use this tool

- When preparing to delegate a task to a colleague or staff member

What to do to plan for a productive delegation discussion

1. First **think through why you selected the person who will take up the task.**

- Past experience? Current responsibilities? Their manner with others? Good work-life balance?
- The task will fit in well to requirements of their personal development plan?
- The team needs them to step up to this task?

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Jacqueline Wheeler

2. Using the planning tool

a. **Prepare the facts and figures** that you will need for the discussion.

- What you will need to explain about the task and its requirements
- The timeline required, deliverables
- What they might need to get the task done

b. **Anticipate the questions** that may be asked by the person to whom you are delegating the task.

¹ *How to delegate your way to a better working life*, Jacqueline Wheeler, Nursing Times, Vol: 97, Issue: 36, P: 34, 6 September, 2001

Plan for a productive delegation discussion

Aspect of task	Information needed to complete the task
<p>Task background</p> <p><i>What is the task all about?</i> - where does the task or piece of work fit into the scheme of things?</p>	
<p>Purpose</p> <p><i>What is the objective of the task</i> - what needs to be achieved?</p>	
<p>Quantity of output</p> <p><i>What will they need to deliver?</i> Explain specifically the product that is required.</p>	
<p>Quality of output</p> <p><i>How will the task be measured?</i> What will indicate how well the task has been done?</p>	
<p>Resources available</p> <p><i>What is required to get the job done?</i> Discuss and agree requirements - people, equipment, materials...</p>	
<p>Time to completion</p> <p><i>When should the task start and finish?</i> If ongoing, set milestones and review dates.</p>	
<p>Feedback & monitoring</p> <p>Agree <i>how you will review task progress and give feedback.</i></p>	

