



*"The great leaders are like the best conductors - they reach beyond the notes to reach the magic in the players."
--Blaine Lee*

DELEGATION

TEN REASONS LEADERS DON'T DELEGATE

1. Insufficient time; too busy to delegate.
2. Perception that the job is too important to take risks.
3. Belief that the leader can do the job better or faster.
4. Belief that the task is too boring or others are too busy.
5. Leader enjoys doing certain tasks.
6. A lack of confidence, competence or willingness in others.
7. The desire to maintain control.
8. Fear that another person will do the job better.
9. Concern that delegating could diminish others perception of leader's value or worth.
10. Don't know how to delegate effectively.

WHY DELEGATE

- You develop others' skills and self confidence and help create a more competent work force. Giving people opportunities to take on new challenges or learn new skills, with your support and coaching, is a development opportunity.
- You assure your potential successor(s) are being prepared by giving them opportunities to develop their leadership skills.
- You can devote more attention to tasks you can not delegate and better leverage your wisdom, knowledge and experience if you delegate tasks others can perform.
- You ensure that the department continues to function well if others are able to do a variety of tasks and the workload is shared.

WHEN TO DELEGATE

- You have defined the results you want.
- The person you have identified to delegate to is:
 - consistently competent.
 - justifiably confident.
 - motivated to do the job.

The degree to which any of the above are missing will increase the amount of direction and support that you will need to provide.

HOW TO DELEGATE

1. **Prepare:** Clearly articulate the goal/result you want, the tasks, and then identify the person most appropriate to achieve it.
2. **Plan:** Meet with the person to whom you will delegate to ascertain interest, commitment, and competence. Determine how much direction and support you will need to provide.
3. **Discuss:** Review the goal, objectives, time line, parameters, authority, who to involve, potential obstacles and how to overcome them, support, and resources needed to accomplish the task. Define and communicate how involved you will be and what progress reports you'd like along the way. Solicit and address questions to ensure understanding.
4. **Audit:** Monitor progress, provide feedback, help strategize, and give guidance as appropriate.
5. **Debrief:** Acknowledge his/her efforts. Discuss what the experience was like, what the person learned, and what could have been done differently.

TIPS FOR EFFECTIVE DELEGATION

- Unless you can visualize and articulate what you want from someone, you won't get it.
- Be clear about the results you want and be flexible about how the person goes about completing the tasks. Leave room for personal initiative.
- Continually stretch the capabilities of your colleagues and your staff.
- Once you've given it away, don't take it back—but don't accept mediocrity.
- Evaluate the person's work against the results that you wanted to achieve, not against the way in which you would have done it.
- Acknowledge positive outcomes.

Inquiry:

*What are you going to do today to bring out the full potential
(and the magic) in others?*

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