

Delegation

Giving a subordinate the responsibility, authority, and accountability to accomplish a specific task.



Delegation

- ◆ **Key Words:**
 - ◆ **Responsibility**
 - ◆ **Authority**
 - ◆ **Accountability**
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Delegation

- ◆ **Responsibility**
 - ◆ **Obligation to complete a task**
 - ◆ **Ultimate responsibility remains with the leader**


Delegation

◆ Authority

- ◆ Amount of influence given
 - ◆ Specific (set clear expectations, ensure they have the skills and tools to do the job, scheduled feedback and outline consequences of success and lack of success)
 - ◆ Given in advance rather than ad-hoc
 - ◆ Normally to lowest level closest to work
- ◆ Degrees of authority delegated dependent on competence and commitment of employee
 - ◆ Sufficient (Matches Responsibility)
 - ◆ Look into – report for superior decision
 - ◆ Look into – recommend to superior
 - ◆ Look into – inform superior of options & choice
 - ◆ Look into – inform superior of actions
 - ◆ Take action – inform superior
 - ◆ Take action – no superior contact necessary



Delegation

- ◆ **Accountability**
 - ◆ **Must be defined**
 - ◆ **Don't stop short**
 - ◆ **Feedback**
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4 Steps of Delegation

Define the task: answer what and why

**Assign the task: right person, explain goals
& purpose, get questions**

Grant authority: decide level

**Follow-up: define
controls &
feedback**

Tasks You Don't Delegate

- ◆ Conceptual planning
- ◆ Morale problems
- ◆ Staff problems
- ◆ Reviewing performance reports
- ◆ Specialized tasks
- ◆ Pet projects

Common Mistakes in Delegation

- ◆ Unclear delegation
- ◆ Supervise too closely
- ◆ Help too much
- ◆ Rushed delegation
- ◆ Improper selection of subordinates



Delegation

- ◆ **If you don't delegate properly...or at all**
 - ◆ **Mission suffers**
 - ◆ **Supervisory overload**
 - ◆ **Overlooked items**
 - ◆ **Stifled potential of subordinates**
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