



Top Tips

Effective Delegation

'You will never have so much authority as when you begin to give it away'

1. Ruthlessly analyse your abilities, and the limits of your time, so that you can identify what can be delegated.
2. By delegating, leave yourself free to do the work that *only you* can do.
3. Re-examine the tasks you find particularly easy — it may be appropriate to delegate these, as well as the tasks you don't want to do.
4. Clearly define the tasks you are delegating and make sure that the person who is carrying them out knows exactly what is expected of them.
5. Don't delegate exceptional tasks :
 - a. Vital tasks which only you can do in time, to the required standard.
 - b. Those where confidentiality or particular sensitivity is required.
 - c. New or ill-defined tasks that a subordinate may not be able to organise easily.
6. Delegate tasks in line with the skills of your subordinate, and make sure that your subordinate receives the training necessary to do the job.
7. Real delegation requires courage, judgement, and faith in others — seek to exercise these qualities whenever you delegate.
8. Maintain a degree of control appropriate to the skills of your subordinate, and check progress to ensure that tasks are being completed.
9. Remember that delegating decision making tasks also requires delegation of the authority to get the job done.
10. Use the delegation of important tasks to enrich your team's jobs, improve performance and raise morale.

Designing

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Tel / Fax : 01543 416242

Email : info@annskidmore.com