

Mike Clayton

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How to Delegate Without Stress

What Managers Need to Know



How to Delegate without Stress

Multiply your Effectiveness,
Build Team Resilience, and
Increase Motivation in your Team

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Delegation or Allocation: What is Delegation?

Before you decide to delegate a task, it is important to decide, are you:

- Delegating, or
- Allocating or re-allocating

the piece of work.

Delegation

Delegation refers to a piece of work that forms part of your workload - you are asking someone else to do a part of your work. Delegating is entrusting and giving authority to someone else to undertake a piece of work on your behalf.

Allocation

Allocation refers to the distribution of tasks for which team members are already responsible. The person may need to have this work allocated to them, as a member of a team that shares a common pool of responsibilities. It is important to be clear that it is appropriate to their role and level within the organisation.

Allocation and delegation often get confused where roles are not clear.

It is also common to inherit this confusion when taking up a new role and finding that your predecessor chose to undertake tasks that should rest with their staff.



Reverse Delegation: How your Team ends up Delegating to you

*Why is it that some managers typically run out of time,
... while their staff are running out of work?*

William Oncken's four rules of Monkey Management

Rule 1. Describe the Monkey

Rule 2. Assign an Owner

Rule 3. Take out Insurance

Rule 4. Check-up on the Monkey

Learn more: Read '*The One Minute Manager Meets the Monkey*'
by Kenneth Blanchard, William Oncken Jr and Hal Burrows



Exercise 1: Why do you find it Hard to delegate?

List all the reasons why you haven't delegated in the past...
And all the excuses you have heard other people use.

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Exercise 2:

How would you Answer Excuses for not Delegating?

Find one or more counters to each of these ten reasons or excuses for not delegating.

'I'd be better off doing it myself'

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'I don't want to overload my staff'

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'I don't want to lose control'

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'I don't have the time to delegate'

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'I'll only end up doing it all again myself'

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'If only I had someone I could delegate to'

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'I want to stay indispensable; not have someone else take-over'

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'I know exactly how I want it done'

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‘If I ask him/her to do it, he/she will be nagging me every five minutes’

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‘I don’t know how to delegate’

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Exercise 2: How to Answer Excuses for not Delegating?

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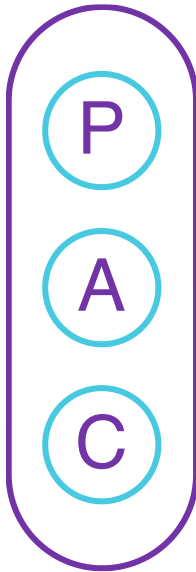
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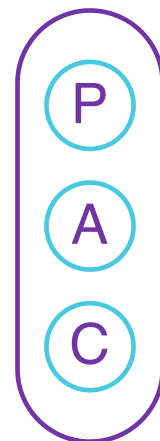
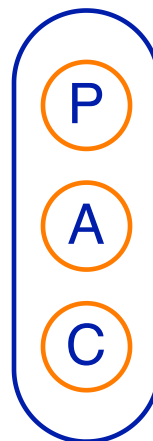
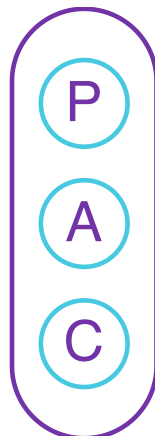
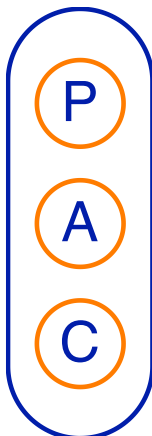
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Mental Blocks to Delegation

The Parent – Adult – Child Model



Transactions





Exercise 3: Poor Reasons for Delegating

Think of all the reasons why people might delegate, which are inappropriate.

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Exercise 3: Poor Reasons for Delegating

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Exercise 4: Positive Reasons for Delegating

Think of all the good reasons to delegate.

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Exercise 4: Positive Reasons for Delegating

Use this page for any additional notes, from the debrief lecture.

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Exercise 5: What should you Not Delegate?

Think of all the types of activities that you should keep to yourself, and not delegate.

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Exercise 5: What should you Not Delegate?

Use this page for any additional notes, from the debrief lecture.

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Exercise 6: What is your Delegation Process?

What are the key steps in the process of delegation, and what has to happen at each step?



The Five-step Delegation Process

Step 1

Step 2

Step 3

Step 4

Step 5



Step 1: Preparing to Delegate

This stage is 'Matching'

We match the task to the person. This has two elements:

1. **Select the task carefully**

Make a list of jobs you might delegate. Suitable jobs may be ones that take up a lot of your time, have a lower level of responsibility, or offer a good development opportunity.

2. **Select personnel carefully**

Consider who would be suitable. Is there someone who doesn't have enough work to keep them occupied? Is there an individual who needs a challenge? Will the person you select take on the task with enthusiasm?

Consider too how other team members might react. Ensure you are fair in the way you offer opportunities, and give everyone a chance to ask questions.

You need to first identify the tasks that are suitable to delegate. Ask yourself:

- What is the job? – nature, extent, importance
- What skills does it need?
- What are the levels of importance, urgency and risk?
- What is your current capacity?

Then you need to identify potential people to delegate to. When you have your candidates, here are some questions to ask yourself:

- Who could do this task with minimal supervision?
- And how much supervision would you need to give?
- Who could learn a lot from taking on this task as a development opportunity?
- Who would enjoy doing this task?
- Are they available? And, if not, what options would free them up?
- Fairness



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Delegation Matching Worksheet

This is a simple tool to help you plan who to delegate a job to.

What is the job?

What skills does it need?

What are the levels of importance, urgency and risk?

Importance	Urgency	Risk
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Who could do this task with minimal supervision?

Who could learn a lot from taking on this task as a development opportunity?

Who would enjoy doing this task?

First Choice

Are they available?
If not, what options would free them up?

Second Choice

Are they available?
If not, what options would free them up?



Step 2: Setting-up your Delegation

Briefing well is not a quick task, so think of this as an investment. The better your briefing is, the fewer questions you'll need to answer once they get started.

Evidence Procedure:

How to know you've done a good job

'This is how I will be assessing your work'

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Step 3: Locking-down your Delegation

Ensure the team member is happy to take on the delegated task.

Commitment 1:

Commitment 2:

Commitment 3:

Commitment 4:

The Five Levels of Delegation.

Declining to delegate

Instructing

Supervising

Assisting

Entrusting



Step 4: Overseeing your Delegation

Keep an eye on progress without stifling creativity. Ensure that your level of monitoring is appropriate to the task and the individual and that you make yourself available if the team member gets stuck.

Allow the person to make mistakes; that is how many people learn.

Check progress regularly and give encouragement, praise and support.

TIP: Trust is one of the most important aspects of effective delegation. Show that, having made your commitment, you trust the other person. Do this by respectful listening, being consistent in your level of supervision, and being honest with them about their performance.

Whilst anything that undermines the authority you have granted your delegate will demotivate them, you have a range of ways to support them in a positive way. These form a spectrum from low to high levels of input and control: from consent to instruction.

Consent

Feedback

Coaching

Mentoring

Guidance

Instruction

Anything more than instruction is direction: telling your delegate what to do. This inevitably risks undermining the delegation process. It shows a lack of trust and it is form of taking over the job.



Step 5: Closing-out your Delegation

Recognition

Feedback

Praise / reward



Feedback

Give your feedback a BOOST:

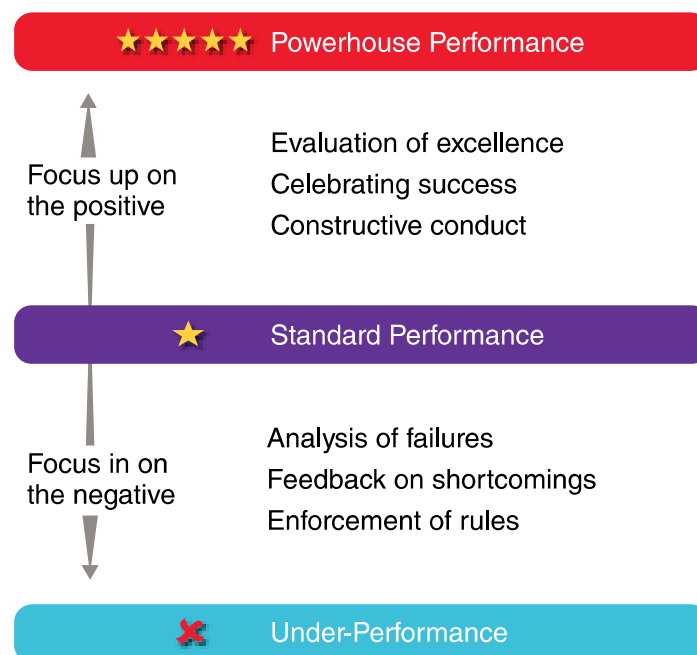
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Four Attitudes for Good Delegation

Developmental

Adult – Adult

Trust

Making time for delegation



Exercise 7: Reflection on your Skills Development

Three things that you found interesting / insightful...

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2

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3

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Three things that you found useful to you...

1

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2

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One thing that you will do differently when you next go to work...

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Full list of courses to date

I have created a fair number of courses, and I am continuing to create more.

1. Practical Project Management
2. Managing and Leading Change: Real World Strategies & Tools
3. Day-to-Day Leadership that Gets Results
4. New Manager's Five-week Success System: 25 Days > Management
5. Dealing with Conflict at Work: Real World Strategies & Tools
6. How to Develop Gravitas: Be the Voice of Wisdom & Influence
7. Leading Effective One-on-One Meetings: Practical Skills
8. Practical Time Management: Do more, Get more, Live more.
9. How to Get the Most from Your Meetings
10. Take Back Control of Your Life: When and How to Say No
11. How to Thrive in a VUCA Work Environment
12. How to Delegate without Stress



How to Delegate without Stress

I wish you even greater success with your delegation

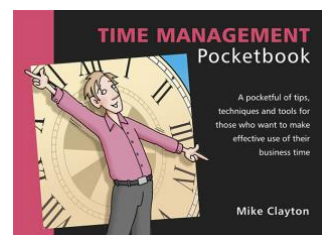
Mike

*Mike is author of thirteen print books, including **Brilliant Project Leader**, **The Influence Agenda**, **How to Speak so People Listen** and **Smart to Wise***



Mike's latest books are...

October 2017



Powerhouse (n): *Somebody who is full of energy, highly effective, and therefore very productive.*

'...hints, tips and techniques that will help anyone who has ever struggled with getting it all done.'

*Graeme Rees
Director, Trend Control Systems Ltd*

For free downloadable resources: **MikeClayton.co.uk**

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