

Effective Delegation



Lesley Morrissey

Book Three
HANDS ON MANAGEMENT
Managing Yourself Series

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About the Author



Lesley Morrissey is CIPD qualified and has worked as a training manager, human resources manager and management training consultant.

She has worked in the UK and overseas with a diverse range of nationalities and with managers of many levels of expertise. Without exception, her practical approach to solutions has been received with enthusiasm by trainees and companies with who she consults.

A great believer in 'getting what you expect', Lesley helps people to focus on what they want and then create a path to success.

Practical and pragmatic approaches to real world results are a particular focus for Lesley's development

strategies. “Does it really work?” is the benchmark all these techniques focus on. In the end the success of anything is in the results achieved.

Lesley now runs Inside News Limited specialising in Reputation Marketing.

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How to use this book

This book aims to be a practical guide for you. There are many exercises that you will want to do – and should do to get the most out of what you will learn. You remember much more about something when you've actually done it for yourself, rather than when someone has told you how to do it!

There are places in the book where you can write notes and carry out the exercises. You'll recognise them when you see this sign:



By all means use these spaces to make this book truly your own.

If you have purchased an electronic copy you will need to print some, or all, of this out – or have paper handy. I find that it is a wonderful way to recycle the backs of old letters, printouts and photocopies that would otherwise have been thrown out!

If, like me, you have been indoctrinated at birth that defacing books is sacrilegious, then have a pad of paper at the ready!

If you simply read and don't take action you'll find the useful lessons will quickly fade and this will become another of those books that gather dust (or fill up your computer hard disk).

If you've bought this book because you want to improve your skills and your life - make this one count and take action!

What's it all about?

Delegation is one of those skills that is much talked of, but seldom practised well. We all know the theory but, in practice, how does it really work?

Delegation is a critical part of any manager's time management skills. If you don't do it, you will always end up doing things that others should do and you will always be running to catch up.

To be able to delegate you need people to delegate to and you need people with sufficient skills and knowledge to carry out the tasks that you need of them. In turn this means some coaching may have to take place*.

If you always do it yourself - you always WILL do it yourself. People become demotivated as no interesting or new tasks come their way and your best people move on to bigger and better things leaving you with those people who are satisfied with a mundane existence. If there is little creativity or innovative thought in your department what will happen?

*See Coaching & Developing Staff – Book 4 in the Managing People series

Delegation is not abdication - nor is it merely dishing out tasks. A good delegator ensures that the person

being asked to carry out the job is competent, understands the bigger picture and has the authority to make any decisions required to achieve the desired outcome. So how do you hone your delegation skills?

What's in it for me?

There have to be real benefits for you in even beginning to tackle some of the techniques that follow - so here's the sales pitch.

Personal benefits

- When you have many outcomes to achieve your staff can help you to achieve them.
- You don't suffer from stress or work overload (which results in stress!)
- The people on your team develop a wider range of skills enabling you to do more of the things only you can do.
- Your boss sees you as an achiever and a good developer of people.

Add your personal benefits here:



Team benefits

- Your team get higher levels of satisfaction from their work with the opportunity to do additional projects from time to time.
- Individuals develop wider skills enabling them to be more 'employable' or 'promotable'.
- Higher buy-in to the departmental goals occurs when individuals have a say in what happens.

Add your other benefits here:



What is Delegation?

To manage to achieve results by organising other people's work.

Delegation is the practice of giving the subordinate the necessary authority to make decisions in a specified area of your work function. You retain accountability.

What is gained by delegation?

- ❑ A reduction in your workload through less involvement in detail
- ❑ More freedom to concentrate on major planning and creative work
- ❑ Development of staff, and full use of their skills
- ❑ Greater involvement and job satisfaction, improved morale, mutual trust and confidence
- ❑ Decisions made by those closer to the action resulting in speedier action
- ❑ Training understudies at all levels, a more effective department and organisation

The task, duty and authority can be delegated; accountability cannot. You continue to 'carry the can'. Delegation, therefore, involves the taking of risks - minimised if planning and training are properly carried out.