

PLANNING EFFECTIVE DELEGATION

1. Define the main objectives of your job. Know what you have to achieve and what is necessary to achieve it.
2. Look at your record of how you spend your time. Compare it with your objectives and consider what you should not be doing at all and what might be done by someone else. The tasks which a leader should delegate are:
 - a) Anything in his/her own job which subordinates can do better than him/her self, perhaps because of more direct knowledge of the detailed phases involved.
 - b) Anything which subordinates can do at less expense. They may take longer but, at a lower salary, the total may still be cheaper.
 - c) Anything which they can do quicker or with better timing. (Perfect handling of a situation may lose its value if delayed because of other priorities.)
 - d) Anything which might make an unusually valuable contribution to the training and development of subordinates. There are often occasions when a leader could safely get a junior subordinate to stand in for him, to give him/her experience - e.g. meetings, committees, etc.
3. Check that you have not included tasks which are:
 - a) Well beyond the skills and experience of the subordinate(s)
 - b) Confidential, security and policy matters which are restricted to your own level of seniority
 - c) Matters involving exercising discipline over the subordinate's own colleagues at his/her own level.
4. Plan in detail for assigning these tasks to your subordinates. Consider each individual's unused abilities, his/her interests, and the task you could delegate which he/she could tackle. Then decide what additional training, experience and authority he/she needs and arrange for them to receive it.
5. Delegate the tasks, making sure you exercise control without constant interference and checking up.