

Steps Towards Effective Delegation

Here are six steps recognised by most management authorities to achieve effective delegation:

Review the tasks that you are responsible for. Pick out the ones that can and should be done by others. These will usually be the more routine tasks at the outset but can be expanded later.

Select the proper person working under you to do the job. Choose the person best suited to the specific task. (NB: this may not always be the most obvious person)

Encourage, train and motivate the person to accept the assignment. Think in terms of helping yourself and your helper by developing status, prestige, and initiative.

The best executive is the one who has sense enough to pick good men to do what needs to be done, and self-restraint enough to keep from meddling with them while they do it.

Theodore Roosevelt

Explain the job fully and give the authority to accomplish it. Give the reason the job needs to be done. Specify the results you expect. Ask questions to be sure that you are fully understood. Then turn the job over.

Provide support, encourage independence, and help develop confidence.

Do not take the job back, over-supervise, or meddle.
Do keep supervisory control because, ultimately, proper execution of the job is your responsibility.

You can delegate the work, but you cannot delegate the final responsibility for the work. That is yours.

By conscientiously applying these steps, you will increase your own effectiveness and value within the organisation. You will increase your productive ability, and, most importantly, you will provide those working under your direction opportunity for true growth.