

Delegation Checklist

(David Firth: *Smart Things to Know about People Management*)

So what are the key stages of delegation? If you were to write it as a checklist, it would look something like this:

- ف Explain why the job is important – be specific and clear – and its priority against other current tasks.
 - ف Clarify the results you expect. Explain why you have chosen this person to do the task, and the qualities they have that will help them achieve it.
 - ف How will the person you are delegating to know when the task has been achieved?
 - ف Define the authority:
 - Level 6: 'Take action – no further contact with me is required'
 - Level 5: 'Take action – let me know what you did.'
 - Level 4: 'Look into it – let me know what you intend to do; do it unless I say no.'
 - Level 3: 'Look into it – let me know what you intend to do; don't take action unless I approve.'
 - Level 2: 'Look into it – let me know possible actions, including pros and cons of each, and recommend one for my approval.'
 - Level 1: 'Look into it – report all the facts to me: I'll decide what to do.'
 - ف Agree on a deadline
 - ف Obtain feedback. Check understanding of the task and the degree of commitment to it.
 - ف If there is some resistance to the task, name it and talk about it. Focus on the concerns of the person involved, and tackle each separately. Focus too on the need for success, not the possible reasons for failure.
 - ف Provide for controls – interim review points relevant to the authority level.
- Follow up is critical. Although it is a delegated job, only level 6 delegation absolves you of the responsibility for knowing exactly what the outcome was, and no level suggests that you are free of responsibility for its quality being achieved.