



6 Keys to Effective Delegation

1. Timing. When should you delegate? Ask yourself: Am I missing deadlines? Am I doing things someone else could do? Do those around me need a new mountain to climb? Alexander the great wept when he reached India and had no more territory to conquer. If any answers are: "yes," it's time to delegate.

2. Priorities. What should you be doing? "It is the mark of great people to treat trifles as trifles and important matters as important." (Doris Lessing) Work from the following list: · *Tasks that you, and only you, are required to do* · *Tasks that yield the greatest return* · *Assignments that give you the greatest reward*. Determine your top priorities from this list, and delegate everything else.

3. Personnel. Who should you pick? "When you have a taste for exceptional people, you always end up meeting them everywhere." (Mac Orlan) Answer the following questions: · *What is needed?* · *Who do I have?* · *Who is able?* · *Who is willing?* · *Who gets things done?* Then delegate to those who best meet these criteria.

4. Communicate. This is a critical area. "The art of communication is the language of leadership." (James Humes) To get the results you need, communicate the following to "delegates." · *Their worth.* Share how much you value them personally. Also, communicate their worth to other staff, friends, and family. · *The value of the project.* Make sure the delegatee knows what the project will accomplish for him/her and for you. Also, explain the project's value to the team, and how it achieves the organization's goals. · *Your support.* Let the person know that you'll support his/her decisions to others. This doesn't mean you won't correct mistakes; but you'll do it privately. Share the credit, take the blame. · *Results.* Not how they're achieved. Communicate exactly what you want and when you want it done. Leave the methods up to the delegatee. Remember: Micromanaging takes more of your time than doing the job yourself. Which brings us to Key 5.

5. Oversee. We naturally take better care of something we consider "ours." Practice something between tight and light control, based on how familiar you are with the person, and the project's difficulty. As he/she proves their ability, seek a good balance of responsibility, authority and accountability. "The landscape should belong to the people who see it all the time." (Lee Roi Jones)

6. Coach. A coach is not a person who can play better than his players; he is one who can get his players to perform better than he can. "A good coach will make his players see what they can be rather than what they are." (Ara Parseghian) To coach successfully, you must: · *Vision-cast.* Continually share the game plan. On the average people need a reminder at least once every 20-30 days. · *Share feedback.* Take time to "huddle." More on this next month. · *Be flexible.* Be willing to adjust to the situation. Don't walk off and leave things to take care of themselves. Timothy Firnstahl said, "Delegating means letting others become the experts and hence the best." When you don't delegate, you limit your productivity to what you alone can accomplish. But when you delegate effectively, you go beyond your limitations and move up to a whole new level of leadership. Those around you move up with you.

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