

THE ART OF DELEGATING

LEADERSHIP
EDITION



WHAT AND WHEN TO DELEGATE....

05/26

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Faced with demanding workloads, every leader should acknowledge their limitations and the inability to accomplish everything alone. Even the most skilled leaders can burn out if they try to handle every task themselves. This awareness should signal the need for qualified help. Delegation is the most effective way to ensure each task is done in a timely manner, without compromising quality while simultaneously engaging in succession training. Successful leadership is about knowing when and how to share responsibilities.

**A high performer who can't delegate
becomes a burnt out leader with a
demoralized team.**

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- ❖ To **delegate** means to entrust a task, responsibility, or authority to another person to act on your behalf. [Google](#)
- ❖ To assign responsibility or authority; [Merriam-webster.com](#)



Delegation is a vital leadership skill; it is the transferring of responsibility and decision-making authority for specific tasks or projects from one person to another (usually a subordinate) while retaining ultimate accountability for the final outcome .

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The Benefits

Effective delegation saves time by freeing up more mental space for leaders to focus on high-value work, such as, working on strategies or big picture thinking, building relationships, setting directions, creating new approaches, and sustaining a viable culture that is expected of them.

**ADDITIONAL
BENEFITS**



Increase
Leadership
Capacity



Develop
Competence
in Others



Strengthen
Accountability



Build Trust
and
Engagement

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Reasons to delegate

- ❖ Better-trained employees (develop individuals on the team/increase team flexibility)
- ❖ Boosts morale/creates natural opportunities for professional development
- ❖ Improves overall efficiency and productivity
- ❖ More motivated/inspired/empowered staff
- ❖ Improves retention-employees stay because they feel valued
- ❖ Fosters a culture of collaboration and accountability



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Delegating shows you trust and value your team, however, not every task can or should be delegated. Here are 5 questions to help you decide what/when to delegate:

Does that task
require my specific
skills, knowledge, or
authority?



YES- Don't delegate

NO- Delegate

Does somebody
in my team have
the skills (or the
ability to learn the
skills) to complete
the task?



YES- Ask question 3

NO- Don't Delegate

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Does that person have time and capacity to complete the task?



YES- Ask question 4

NO- Don't Delegate

Does that person have all tools and information that are needed to complete the task?



YES- Ask question 5

NO- Don't Delegate

Do you have time to support, guide or mentor that person?



YES- Delegate

NO- Don't Delegate

The key to delegating is knowing which tasks to re-assign and which to keep.

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Delegating isn't easy nor is it automatic; it's a skill that must be practiced and honed over time. It is a strategic, intentional act that requires planning, communication, and trust. The better you become at aligning the right people with the right tasks and responsibilities, the more effective you'll become at your job as a leader.



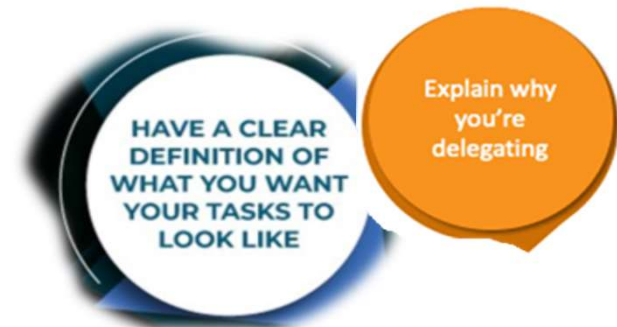
Delegating doesn't mean losing oversight. A leader may delegate work to subordinates, but he or she is ultimately responsible and accountable for the work being completed successfully.

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The 4 C's of Delegating

The 4 C's of delegation are:

- **Clarity** (defining what needs to be done)- The first step to delegating is identifying the task and confirming that the task is suitable for delegating. Never delegate tasks with sensitive information.



- **Context** (explaining why it matters)- Thoroughly explain the task, the reason the task is being delegated and where/how it fits in the overall scheme of things.

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The 4 C's of Delegating

- **Capability** (choosing the right person)- Play to your employees' strengths. What are the reasons for selecting this employee? When someone has a higher chance of excelling, they're more motivated and engaged.
- **Check-ins** (monitoring progress without micromanaging)- Establish an action plan, set milestones and review dates for routine progress evaluation and feedback.



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"This is yours to lead. Here's why it matters and how success will be measured. I'll check in, but you own it."

SAY

THIS!

"You might run into challenges. That's part of the process. I'm here to support you. Let me know what questions you have along the way."

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The key to delegating effectively is knowing your team and knowing what to delegate. It is important to delegate the right task to the right person/s based on their level of competence. The task must be thoroughly explained and all necessary resources allotted to ensure a successful outcome.



When you embrace delegation, you empower employees and help the agency to function smoothly, even in your absence. The key is knowing what requires your direct attention and what can be assigned to others.

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D Develops skills and confidence of others.

E Empower teams to improve process and deliver outcomes

L Lead by the example – good leaders delegate

E Engage people and build trust.

G Give the spotlight away for others

A Accountability and ownership for success increase

T Teachable and coaching moments

E Enables potential successors to move in and up

Delegate Authority, Not Ultimate Responsibility

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Reasons for not delegating

Delegation is not just about task allocation; it's about empowering others while maintaining oversight. Here are several reasons some leaders don't delegate:

- ❖ Lack of delegation skills (what/when/how) and knowing the benefits of delegating.
- ❖ Overestimating/overconfidence in their own capacity/ability- This is usually rooted in an unrealistic belief in self-reliance which leads to task hoarding.

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Reasons for not delegating

- ❖ Perfectionism and high standards – fearing poor performance or missed deadlines
- ❖ Lack of trust in others' abilities – sometimes driven by the fear that explaining takes longer than doing.
- ❖ Micromanagement tendencies - the desire of wanting to be involved in everything.

LET IT GO

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Reasons for not delegating

- ❖ Fear of appearing incompetent
- ❖ Insecurity- Fear of being outperformed by subordinates which can be interpreted as incompetence.
- ❖ Fear of losing control and empowering potential competitors. This fear usually stems from emotional or identity-based barriers along with the fear of being replaced.

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Delegating is not a fancy term for passing off your work .



Delegating is not an excuse to hover over details or unnecessarily override an employee decisions, which destroys workplace trust. Give benchmarks and only check in when necessary.

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“Delegating work works, provided the one delegating works, too.”

—Robert Half, American Businessman



THANK YOU



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