Delegating for Managers

Who?
- ☐ Someone who has the skills
- ☐ Someone who knows how
- ☐ Someone who has the necessary interpersonal skills
- ☐ Someone who is available
- ☐ Someone you can trust

NOT:
- ✗ Don't overburden certain employees
- ✗ Don't give them all the boring stuff
- ✗ Don't give it to the untrained
- ✗ Don't give it to the untrustworthy

What?
- ☐ Stuff easily done by other team members
- ☐ Stuff that can be done with minimal coaching
- ☐ Stuff done with some training or coaching

NOT:
- ✗ Planning, directing or motivating your team
- ✗ Evaluating employee performance
- ✗ Tasks that require specific technical skills
- ✗ Hiring, firing or laying off team members
- ✗ Helping your direct reports develop their careers

When?
- ☐ You can explain what you want them to do
- ☐ It helps your own development
- ☐ It helps your ability to lead
- ☐ It will help the project succeed

NOT:
- ✗ Something you can't explain well
- ✗ Something that puts your development in jeopardy
- ✗ Something that puts your ability to lead in jeopardy
- ✗ Something that will undermine a project's success

How?

Communicate the Task, Project or Function →

Establish agreed-upon standards of performance and measures of success →

Define the resources and support available →

Identify need for special training or coaching →

Agree on boundaries for follow-up and feedback →

Document key points and hold accountable