VCS Veer Consultancy Services

आपका अमात्य - **Your Trusted Advisor**

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How to Delegate Work - The Definitive Guide

All managers and leaders must master the art of delegation. Understanding how and when to allocate responsibility to others is essential in maintaining a high level of productivity, both on a personal and organizational level. Knowing how to delegate is also essential for an effective leadership.

To learn how to delegate is to build a cohesive and effective team who can meet deadlines. Moreover, knowing when and how to delegate work will reduce your workload, thus improving your wellbeing at work and boosting your job satisfaction. Unfortunately, many leaders are unsure how to delegate properly or are hesitant to do so.

In this guide, you will discover what delegation really entails, how it benefits your team, and how to delegate work effectively.

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The Importance of Delegation

An effective leader knows how to delegate. When you delegate some of your work, you free up your time and achieve more on a daily basis. Effective delegation also promotes productivity within a team by drawing on the existing skill set of its members and allowing them to develop new knowledge and competencies along the way. The result is a more flexible team that can share roles when the need arises.

When you are willing to delegate, you are promoting an atmosphere of confidence and trust. Your actions send a clear signal: as a leader, you trust your subordinates to achieve desired outcomes. As a result, they will come to think of you as a likeable and efficient leader who respects their skills and needs.

Delegation isn't about barking orders and hoping that your staff falls in line. A manager's job is to **get the very best from those under their supervision and in doing so, maximizing productivity and profit.**

HOW NOT TO DELEGATE:
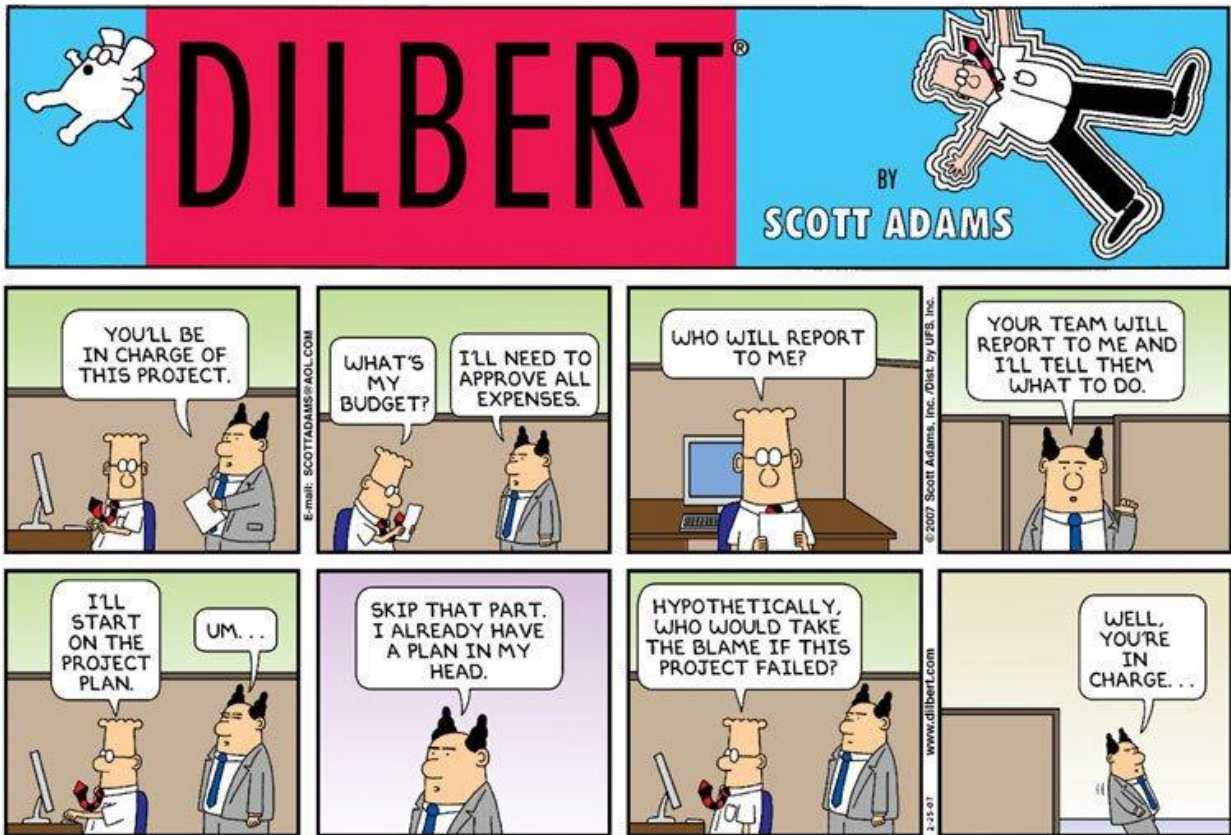
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Careful delegation helps to identify and capitalize on the unique strengths and weaknesses of the team members. Delegation also boosts employees' engagement as it proves that the managers are interested in drawing on their talents.

The Fear of Delegating Tasks

Delegation boosts productivity, but not all managers are willing or able to delegate. Why? Here're some common reasons

- They may resent the idea that someone else may get the credit for a project.
- They may be willing to delegate in principle but are afraid their team won't be able to handle an increased degree of responsibility.
- They may suspect that their staff is already overworked, and feel reluctant to increase their burden.
- They may suspect that it's simpler and quicker just to do a task themselves.
- They dislike the idea of letting go of tasks they enjoy doing.
- They fear that if they delegate responsibility, their own manager will conclude that they can't handle their workload.

Delegation vs Allocation

Most people think that delegation and allocation are synonymous, but there is an important distinction to be made between the two.

When you allocate a task, you are merely instructing a subordinate to carry out a specific action. You tell them what to do, and they do it–it's that simple. On the other hand, delegation involves transferring some of your own work to another person. They do not just receive a set of instructions. Rather, they are placed in a role that requires that they make decisions and are held accountable for outcomes.

So what's the best way to delegate work so you can fight the fear of delegation, build an efficient team and work faster?

How to Delegate Work Effectively (A Step-By-Step Guide)

1. Know when to delegate
By understanding how much control you need to maintain over a situation, you can determine the best strategy for empowering workers. There are 7 levels of delegation that offer workers different degrees of responsibility.

The attached brief video explains these levels and offers examples of when it's appropriate to use each one:

Delegation occurs along a spectrum. The lowest level of delegation happens when you tell other people what to do. It offers little opportunity for employees to try new approaches. The most empowering form of delegation occurs when you are able to give up most of your control over the project to the employee.

Knowing how to delegate work helps you understand how to connect people with tasks that make the best use of their talents. When done properly, it ensures that you will get the best end-result.

When you're deciding how to delegate work, ask the following questions:

- Do you have to be in charge of this task, or can someone else pull it off?
- Does this require your attention to be successful?
- Will this work help an employee develop their skills?
- Do you have time to teach someone how to do this job?
- Do you expect tasks of this nature to recur in the future?
- Is this a task that you should delegate? Tasks critical for long-term success (for example, recruiting the right people for your team) genuinely do need your attention.

2. Identify the best person for the job

You have to pass the torch to the right team member for delegation to work. Your goal is to create a situation in which you, your company, and the employee have a positive experience.

The factors to consider here include:

1. The experience, knowledge and skills of the individual as they apply to the delegated task.
    *   What knowledge, skills and attitude does the person already have?
    *   Do you have time and resources to provide any training needed?
2. The individual's preferred work style.
    *   How independent is the person?
    *   What does he or she want from his or her job?
    *   What are his or her long-term goals and interests, and how do these align with the work proposed?
3. The current workload of this person.
    *   Does the person have time to take on more work?
    *   Will you delegating this task require reshuffling of other responsibilities and workloads?

3. Tell and sell to get the member buy-in

After you've found the perfect person for the job, you still have to get them to take on the new responsibility. Let them know why you chose them for the job. When you show others that you support their growth, it builds a culture of trust. Employees who see delegated tasks as opportunities are more likely to be invested in the outcome.

When you're working with newer employees, express your willingness to provide ongoing support and feedback. For seasoned employees, take their thoughts and experiences into account.

4. Be clear and specific about the work

It's critical to explain to employees why the project is necessary, what you expect of them, and when it's due If they know what you expect, they'll be more likely to deliver.

By setting clear expectations, you help them plan how to carry out the task. Set up project milestones so that you can check progress without micromanaging. If your employee has trouble meeting a milestone, they still have time to course correct before the final product is due.

This type of accountability is commonly used in universities. If students only know the due date and basic requirements for completing major research papers, they might put off the work until the eleventh hour. Many programs require students to meet with advisers weekly to get guidance, address structure, and work out kinks in their methods in advance of deadlines. These measures set students up to succeed while giving them the space to produce great work.

5. Support your employees

To see the best possible outcomes of delegating, your subordinates need resources and support from you. Connect them with training and materials to develop skillsets they don't already have. It may take more time up front to make resources available, but you'll save time by having the work done correctly. For recurring tasks, this training pays off repeatedly.

Sometimes employees need a help to see what they're doing well and how they can improve. Giving and receiving feedback is an essential part of delegation. This is also a good way to monitor the delegated tasks as a leader. While you can keep track of the progress of the tasks, you are not micro-managing the employees.

Throughout the project, periodically ask your employees if they need support or clarification. Make it clear that you trust them to do the work, and you want to create a space for them to ask questions and offer feedback. This feedback will help you refine the way you delegate work.

6. Show your appreciation

During periodic check-ins, recognize any wins that you've seen on the project so far. Acknowledge that your employees are making progress toward the objective. It is important to celebrate small wins to keep employees motivated.Workers will be more effective and dedicated if they know that you notice their efforts.

Recognizing employees when they do well helps them understand the quality of work you expect. It makes them more likely to want to work with you again on future projects.
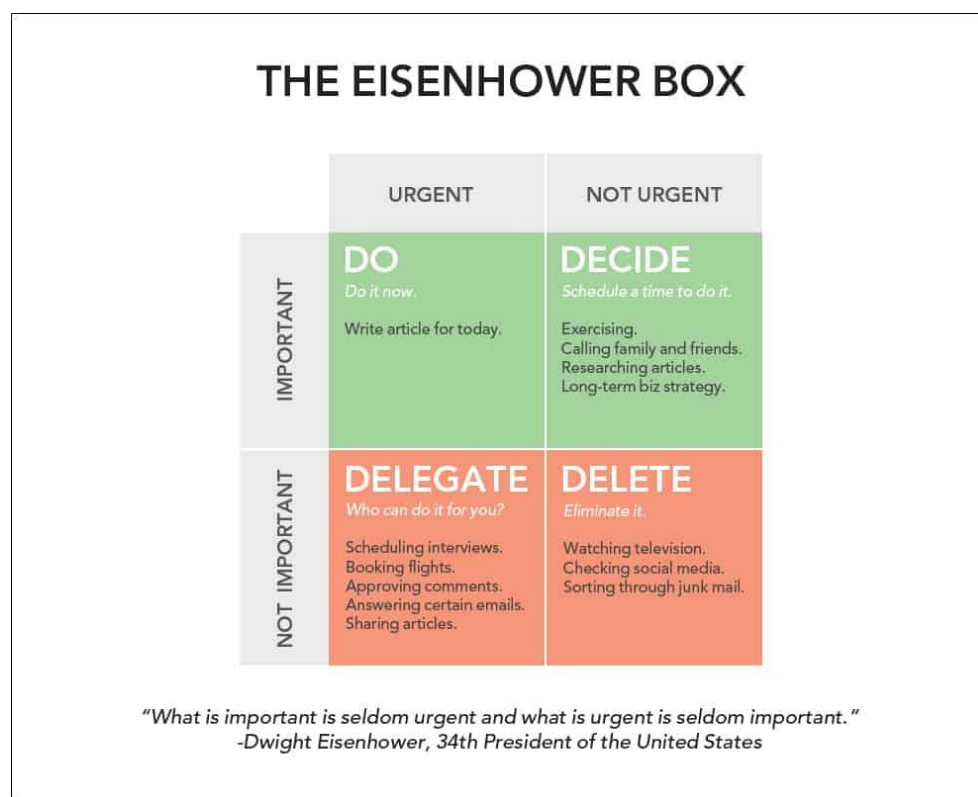
Focus on Priorities

Not everything is a priority, although it can often feel, in the moment, that it is.

Whatever you're working on, there is always the Most Urgent, Important or Most Valuable projects or tasks.

One tool you can use to maximize your productivity and focus on your biggest priorities is to use the Eisenhower Matrix. This strategic tool for taking action on the things that matter most is simple. You separate your actions based on four possibilities:

1. Urgent and important (tasks you will do immediately).
2. Important, but not urgent (tasks you will schedule to do later).
3. Urgent, but not important (tasks you will delegate to someone else).
4. Neither urgent nor important (tasks that you will eliminate).

THE EISENHOWER BOX

	URGENT	NOT URGENT
IMPORTANT	**DO** Do it now. Write article for today.	**DECIDE** Schedule a time to do it. Exercising. Calling family and friends. Researching articles. Long-term biz strategy.
NOT IMPORTANT	**DELEGATE** Who can do it for you? Scheduling interviews. Booking flights. Approving comments. Answering certain emails. Sharing articles.	**DELETE** Eliminate it. Watching television. Checking social media. Sorting through junk mail.

"What is important is seldom urgent and what is urgent is seldom important."
-Dwight Eisenhower, 34th President of the United States

Summing It Up

Now that you know exactly what delegation means and the techniques to delegate work efficiently, you are in a great position to streamline your tasks and drive productivity in your team.

To delegate is to grant autonomy and authority to someone else, thus lightening your own workload and building a well-rounded, well-utilized team.

Delegation might seem complicated or scary, but it gets much easier with time. Start small by delegating a couple of decisions to members of your team over the next week or two.