A close-up, low-angle shot of a person's legs and feet in a starting block on a red running track. The person is wearing black athletic shoes with green accents and black socks. The text is overlaid in the center of the image.

**How to delegate, so the job  
gets done on time and to  
the standard you want**

# Delegation: handing a job to someone else to do.

- 1) The other person is better suited to completing the task: he/she/they could do it better and quicker than you.
- 2) You're paying an expert to do a job you would struggle to do.
- 3) You're handing over a job which you could do, but in handing it over, you're freeing up time for more important things whilst also developing your delegate.

**Stressed out leaders**

**Disempowered teams**

**Frustrated teams who feel  
like their best is never  
good enough**

1) Half of the companies interviewed in a recent Harvard Business Review survey of over 330 large U.S. organisations, were concerned about their employee's poor delegation skills.

2) Only 28% of those concerned had any plans to offer training on the topic.

*(over 160 concerned organisations and over 100 of them aren't going to do anything about it!)*

# Session Summary:

## How to deliver an effective handover

- What NOT to do
- What TO do

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# Instructions for making a cup of tea

- 1) Grab a clean mug, put it on the side.
- 2) Take a tea bag out of the box (the box with *TEA* written on it).
- 3) Put the box back where you found it.
- 4) Put the tea bag in the cup.
- 5) Turn the kettle on.
- 6) Find the milk in the fridge and get it ready on the side.
- 7) When the kettle has finished boiling and turned itself off, pour the boiling water into the cup and leave for a moment for the tea to brew (*be careful, the water is hot*).
- 8) Then add 3 tablespoons of milk before putting the milk back in the fridge.
- 9) Take a spoon out of the drawer and mash the teabag against the cup without splitting the bag.
- 10) Take out the bag and put it in the bin without dripping it on the floor.
- 11) DRINK THE DAMN TEA.
- 12) Put cup in dishwasher when tea is drunk, clear up spillages and compost the tea bag.

# C.R.I.M.E.S.



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# CONTROL

A pair of metal handcuffs is the central focus, resting on a fingerprint card. The card shows several fingerprints and labels like 'MIDDLE' and '9. L. RING'. A key is visible in the bottom left corner.

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**RUSHED**

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**IMPLY**

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# MYOPIC

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**EASY**

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# SELECTION



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A pair of metal handcuffs is shown in an open position, resting on a fingerprint card. The card has several fingerprints and red markings, including the words "MIDDLE" and "9. L. RING". The handcuffs are made of a light-colored metal, possibly aluminum or steel, and have a textured interior. The background is a close-up of the fingerprint card, showing the ridges and valleys of the fingers.

**C**ONTROL

**R**USHED

**I**MPLY

**M**YOPIC

**E**ASY

**S**ELECTION

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# 1) Conversation



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## 2) Balance between questions and instructions



# 3) Relational Leadership



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# Relational Leadership

## 1) Respect & Rapport

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# Relational Leadership

## 2) Vulnerability

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# Relational Leadership

## 3) Empowering dissenting voices


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# Relational Leadership

## 4) Knowing your people



- 
- 1) Conversation**
  - 2) Balance between questions/instructions**
  - 3) Relational leadership**



# Delegation: What TO DO

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# 1) Reality Check:

**Is your delegate the right person to do the job?**

**Is your delegate definitely ready to attempt the job today?**

**Does he/she/they need to be 'prepared' to do this job in future?**

## **2) Results:**

**What is the clear and specific result you want to achieve and by when?**

**Does your delegate definitely see and recognise the same result as you?**

**How far will your delegate's authority extend in securing the result?**

A person is shown in a starting crouch on a red running track. They are wearing black athletic gear with green accents and a Brooks logo on the sleeve. The person's hands are on the ground, and their feet are in starting blocks. The background is a blurred track with white lane markings.

### **3) Risk inventory:**

**Where are the risks?**

**What are the risks specifically?**

**How will your delegate mitigate the risks?**

## **4) Resources:**

**What resources will your delegate need in order to do a good job?**

**What help can the delegate ask for?**

**What does the 'checking-in'/support process look like through the duration of the task?**

A person is shown in a starting crouch on a red running track. They are wearing black athletic shoes with green accents and black socks. The person's hands are on the ground, and their feet are in their shoes. The background is a blurred track surface.

## **5) Ramifications:**

**Have you clarified the ramifications of a job done well and a job done badly?**

**What happens if the job is done badly?**

**What could be achieved if the job is done to the highest standard?**

**Done badly or done well, who does it impact and how?**



## **6) Relationships - think about:**

**How do you build relationship with your delegate through the delegation process?**

**How do you build trust and rapport with your delegate if he/she is struggling/behind time/does a bad job?**

**How will you respond to a job done badly? How will you respond to a job done well?**

**How will you create a culture of reflection and self improvement?**

**T**emporary

**E**xternal

**S**pecific

**T**hankful

# DANGER POINTS:

C.R.I.M.E.S (*control, rushed, imply, myopic, ease, selection*)

## 3 PILLARS OF DELEGATION

- 1) *Conversation.*
- 2) *Balance questions and instructions.*
- 3) *Relational leadership*

## 6 X R

Reality check – Results – Risk – Resources – Ramifications  
- Relationships




**1) What will I stop doing?**

**2) What will I start doing?**

**3) What will I keep doing?**

**4) What will I tweak doing?**

**... and what task will I delegate from  
now on?**



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