

DELEGATION PLAN

Plan what to delegate

Consider

- The employee's needs
- The delegator's needs
- The overall needs of the organization
- Matching the work with the employee's style

Before delegating

- Explain the project or task to yourself.
- Use your five senses to develop a mental picture of the desired results.
- Communicate the desired results to the delegate.

Delegation: assessing individual work styles

Pin down each person's work style before you delegate. Complete the questionnaire below by crossing out the terms that do not apply to him or her.

Employee's name: _____

Date: _____

1. Works (quickly) (slowly).
2. Needs (little) (much) direction.
3. (Does) (does not) seek out new assignments.
4. Makes (few) (many) errors.
5. (Does) (does not) handle major new assignments well.
6. Writes (well) (poorly) (ok).
7. Gives (clear, strong) (unclear, faltering) verbal reports.
8. Insists on getting things perfect. (Yes) (No)
9. Makes many mistakes. (Yes) (No)
10. Is (organized) (disorganized).
11. (Likes) (dislikes) helping others.
12. Enjoys working (alone) (with others).
13. Prefers (structured, predictable assignments) (opportunity for creativity).

DELEGATION TASK – SELF-ASSESSMENT

Benefits of Delegating

Barriers or Reasons for Resistance to Delegating

Problems You've Encountered When Delegating to Your Staff

In My Absence, Who Performs?

Routine Tasks

Delegates

DELEGATION WORKSHEET

Delegated to: _____

Date of assignment: _____

Deadline: _____

Brief description of assignment: _____

Communication: _____

Assignee's comments: _____

Areas that must be clarified: _____

Control points: _____

First control point will be on _____

at _____

Phase to be completed: _____

Performance standards: _____

Date this phase completed: _____

(Use separate pages for each subsequent control point)

Assignment completed: _____

Date: _____

Comments: _____

How we can make this person more effective in the next assignment: _____

