


Delegation: The Art of Getting Things Done!

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Today we will

- Examine what you currently delegate;
- Explore why supervisors don't delegate;
- Discuss responsibility, authority and accountability;
- Review two models for delegation.




Delegation is the art of getting things done utilizing the skill areas of others.



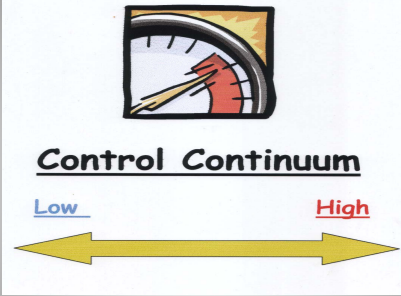
“Things not worth doing are not worth doing well.”

-William Oncken, Jr.




Delegation is about:

- Giving Responsibility and Ownership
- Granting Authority
- Requiring Accountability
- Delegating Outcomes not Process

Control Continuum

Low High



“The best leader is one who has sense enough to pick good people to do what he wants done, and self-restraint enough to keep from meddling with them while they do it.”

-Theodore Roosevelt



Why do managers avoid delegation?



Delegation:

- Entrusting power and authority to a person to act as one's representative



Oncken's Rules of Monkey Management

- Rule 1: Describe the Monkey
- Rule 2: Assign the Monkey
- Rule 3: Insure the Monkey
- Rule 4: Check on the Monkey



The Care and Feeding of Monkeys

- Monkeys should be fed or shot.
- Monkey population must be controlled.
- Monkeys should be fed by appointment only.
- Monkeys should be fed face to face.
- Every Monkey should have an assigned next feeding time.




The Delegation Process

- Preparing Yourself
- Planning the Delegation
- Selecting the Right Person
- Communicating the Assignment
- Monitoring
- Evaluating



Explain the task in detail!

- Communicate Clearly
- Give the Context
- Get a Commitment
- Spell out the Rewards
- Grant Enough Authority to Complete the Task



Authority Mistakes to Avoid

- Giving Too Much or Too Little Authority
- Giving Approval After the Fact
- Requiring Accountability After the Fact



Monitoring Methods

- Assignment Log
- Personal Follow-up
- Sampling
- Progress Reports
- Management by Exception



Evaluating the Delegation

- Analyze the Delegation
Employee Performance
- Discuss the Process
Supervisor Performance

