

DELEGATION - REFLECTION



I ask for what I desire as we begin this topic



I pray that my entire being become open to God's grace



I imagine these texts being addressed to me, and note my response

Grace: That we find freedom and courage to delegate our work to others

In matters of greater importance he followed more meticulously this gentle style of government, which consisted in giving each man his due by reason of his person or his office. I remember that he used to summon a Father when he was sending him to conduct weighty business with grand people in Rome, and he would say to him, "Come here, I want you to arrange such and such a matter with such and such a cardinal, and I want you to have full power to do so. I would like to obtain this and this, and I have thought of such and such ways of getting it." And after giving him all the necessary information and instruction, he would add, "But when you are there I want you to use the means that the Lord will show you as most suitable, and I am leaving you in complete liberty so that you can do whatever you think best." Sometimes he spoke to me in the same way, and when I returned in the evening, the first thing he asked me was, "Are you happy with yourself?" He took it for granted that I had dealt with the matter freely and that everything achieved was my doing. (269)

One thing astounds me at times about our Father: it seems from his manner of speaking that he holds a good opinion of everyone, as though he presumes that they are perfect or have serious intentions of becoming perfect. Still, when it comes to finding employment for them, he places each in what suits him best. But this does not mean that he always gives confidential tasks to those who have been well tested; rather in Rome he sometimes gives people tasks to test them, whereas outside Rome he very rarely allots confidential tasks to anyone about whom he is not certain. (112)

Remembering Iñigo - Memoriale of Luís Gonçalves da Câmara

Then he said to his disciples, 'The harvest is plentiful, but the labourers are few; therefore ask the Lord of the harvest to send out labourers into his harvest.'

Matthew 9:37-38

...and he sent them out to proclaim the kingdom of God and to heal.

Luke 9:2

QUESTIONS FOR REFLECTION

Do you find it easy to let others do tasks that you regularly do? What fears and concerns arise in you?

DELEGATION - EXERCISE

Exploring our perceptions and experience of delegation

- What comes to mind when you think about delegation?
- What are some of the anxieties that arise when you think about giving others responsibilities? In contrast, what are some of the anticipated positive outcomes that make you eager to delegate to others?
- Consider a past experience of delegation:
 - What worked or didn't work?
 - How did this experience impact the way you view delegation and make use of it in your leadership practice?
 - What did you learn?
 - What do you want to avoid in the future?
 - What do you want to make sure you do next time you delegate?

Note: For the below exercise you will need to combine this page with the input section

Deciding to delegate

If you are like most leaders and managers, you probably are lacking time to do everything that is on your plate. In addition, you probably have individuals reporting directly to you that are eager to take new responsibilities and learning new things. Delegating some of our tasks could lead to a win-win situation but we rarely do it. We consider it takes us more time to explain how to do things rather than doing them ourselves.

For this section, we recommend you start by:

- Firmly deciding that you are going to delegate more
- Reflecting on the tasks that you wish to delegate (choose 1 or 2 tasks)
- Go through the “When to Delegate” table in the input section
- Follow the delegation process in the input section

Reviewing the process

Has this helped? Do you feel that there have been good results in delegating some of your tasks to other individuals? How could the process have gone better?

ADDITIONAL EXERCISES

There are currently no additional exercises for this section

DELEGATION - INPUT

INTRODUCTION

Delegation helps you arrange your workload so that you are able to focus on your high-priority tasks while trusting others in taking on assignments that do not need your expertise. Situational Leadership suggests delegating as the fourth phase of the model, when team members are confident, self-motivated and competent. Delegation is also a great exercise to responsabilize individuals and prepare them for future tasks they might carry-out.

MAIN IDEAS

Understanding our struggle with delegation

While doing things ourselves seems more straightforward and easy, it may not always be the best use of our time. Delegating properly supposes understanding first why we struggle with it and recognizing at a later stage the relevance of this skill for our leadership and mission. Concerns often include the following:

- It takes a lot of up-front effort
- The fear of losing control
- The fear of people taking a different route than what we had in mind

Importance of delegation

- There is only so much we can do alone. Delegation ensures that more tasks are done in less time.
- Having the right people in place can help us do the job more effectively and efficiently.
- Delegation frees our time and gives us the opportunity to invest our skills in something else.
- It allows us to share leadership, empower team members and build their involvement.
- Delegation builds team capacity. It develops others' skills and prepares them for future responsibilities with less involvement from our side.
- It is also a great way of learning how to teach and of learning by teaching.

When to Delegate

Remember that you cannot delegate everything. The questions you will find in the following page help you to determine when delegation is suitable and worth it.

Note: These questions provide some insights on the “delegability” of a task but do not guarantee the result or the quality of work done.

WHEN TO DELEGATE TABLE

Question	Answer	Remarks/Insights
Is it critical that I do this assignment myself or is this a task that someone else can perform?	<div><input type="checkbox"/> Yes</div> <div><input type="checkbox"/> No</div>	
Is there someone else who has (or can be given) the needed information or expertise to achieve the task?	<div><input type="checkbox"/> Yes</div> <div><input type="checkbox"/> No</div>	
Is an "adequate" result good enough for this task? Or it is extremely important that results are of the highest possible quality and failure would have serious repercussions.	<div><input type="checkbox"/> Yes</div> <div><input type="checkbox"/> No</div>	
Does the assignment offer a chance to grow and improve another person's abilities?	<div><input type="checkbox"/> Yes</div> <div><input type="checkbox"/> No</div>	
Is this a task that will reappear, in a similar form, in the future?	<div><input type="checkbox"/> Yes</div> <div><input type="checkbox"/> No</div>	
Do you have sufficient time to delegate the job effectively? (this includes providing adequate training, answering questions, following up on progress, putting time for rework if necessary).	<div><input type="checkbox"/> Yes</div> <div><input type="checkbox"/> No</div>	
Is this a task that I should delegate? Some tasks need your personal attention, think of those roles that are critical for long-term success for example, recruiting the right people for your team...	<div><input type="checkbox"/> Yes</div> <div><input type="checkbox"/> No</div>	

Your Decision

Based on the above questions, gather your insights on whether it is suitable to delegate the task or not

Mastering the Delegation Process

Maximizing the results of delegation requires following thoroughly a structured process.

The next steps that explain how delegation can be successful:

- **Prepare:** this includes making the decision to delegate (check “when to delegate” table), taking the time to map out exactly your expectations and gain clarity on the tasks you wish to delegate, and thinking about potential people to whom you can assign these tasks (check delegation log on next pages). Preparing for delegation is key, as people cannot deliver what they commit to if the picture keeps changing.
- **Assign:** After having clarified the tasks and reflected on who would be able to take these responsibilities, it is time to meet with your team members to assign them the work.

This step includes matching people and tasks, conveying clear instructions on the context, clearly expressing the desired outcome, sharing your conditions of satisfaction, and highlighting the importance of each person’s role in the overall goal and how successful outcomes will impact the overall project/mission.

It also involves sharing information on deadline and available resources, highlighting boundaries of authority, putting the accent on rewards and opportunities and discussing the frequency of communication and updates,... See “Who to delegate to” in the following pages.

- **Confirm understanding and buy-in:** Asking questions to ensure understanding and confirming that employees are committed to the outlined process and expected results are one of the most crucial elements in effective delegation.

Working out a plan or putting together a team agreement at this stage (including consequences and accountabilities) may maximize results and limit misunderstandings. Keep in mind however that too much formalisation can be detrimental as it restrains flexibility.

- **Make sure not to take tasks back:** In stressful situations and under tight deadlines, the risk of reverse delegation is high, especially if not enough time had been invested in the preparation phase. Leaders are invited to coach team members and extract learning from the situation as opposed to taking responsibility back.
- **Ensure that the agreement is being met** (regular communication about status and timing of delivery) without micromanaging. Keep up to date with progress, and focus on the outcomes rather than procedures. Be sure to establish the right two-way communication, that the person can access you for doubts and you can access the person for follow up.
- **Finalising the process:** When the work is finished, give credit where it’s deserved.
- Practice by **delegating often**.

Who to delegate to?

It is very important to give the job to someone who can get it done.

For this purpose, there are some helpful considerations to keep in mind on assigning the tasks to the right people. These include:

1. Consider the experience, knowledge and skills of the individual to whom you have delegated the work (the skills and experience they currently possess and the development/training they may need to complete the task)
2. Consider their preferred style (motivations, values, how independent are they, their long term aspirations, what gives them purpose). How do these align with the work you are suggesting?
3. Consider their current capacity to take additional work. How will the new task affect their workload? What will the consequences be?

Refer to the Delegation log for an additional reflection on the above questions.



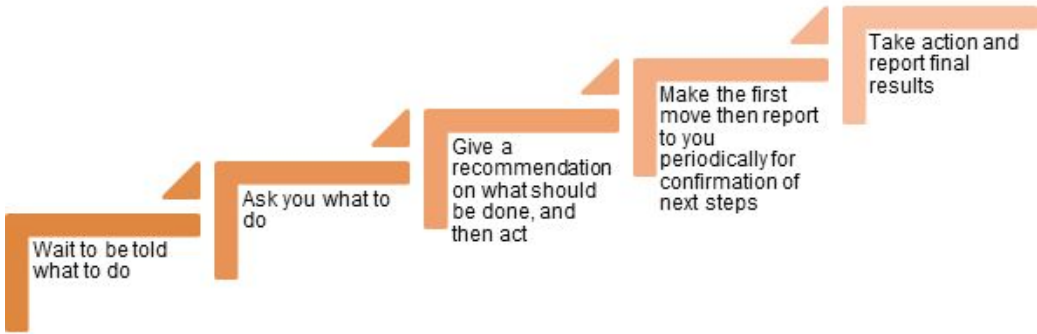
Final Considerations

- Remember that people may take more time to complete assignments than you do. Be patient with this learning phase.
- Involve team members in the process whenever possible. Authorize them to choose what tasks are to be delegated to them and when.
- Involve the people who are closest to the work. This increases efficiency, and helps to develop people.
- Provide needed support, and be accessible to answer eventual questions.
- Keep your focus on outcomes and the quality of the work submitted to you. Giving people room to choose their methods and ways of work facilitates success and trust.
- Set aside enough time to carefully review the work that is delivered back to you and accept only work that meets the requirements you have highlighted at the beginning.

If you accept mediocre work:

- You may be sending a signal that quality does not matter
- You may need to rework the assignment yourself, which takes focus from your own work
- Team members lose an opportunity to learn to do the work correctly
- When problems occur, coach the person by asking for recommended solutions. Continuously providing answers might cause upward delegation shifting the responsibility for the task back to you.

- Make sure that the amount of responsibility you are delegating fits with the amount of authority the team member has or receives from you. It may be helpful to clarify lines of authority, responsibility and accountability.
- Specify how you expect them to use the authority and responsibility you are conferring to them. Should they take initiative on their own or wait for instructions or confirmation from your side? These limits of authority and accountability vary across a wide continuum (check the following graph for some examples)



EXPECTED LEARNINGS AND OUTCOMES

1. Determining the benefits of delegating
2. Learning about what to delegate and what not to delegate
3. Internalising a delegation process

"If you pick the right people and give them the opportunity to spread their wings – and put compensation as a carrier behind it – you almost don't have to manage them."

Jack Welch

DELEGATION LOG

Aspect	Notes		
Task			
Skills needed to perform the task successfully			
People you are considering for delegation	Insert Name:	Insert Name:	Insert Name:
Experience, knowledge and skills they already possess			
Training or support they might need from you			
Their preferred style			
Their current workload			
Lines of authority			

Based on the above, who seems the most fit to be given this responsibility?

DELEGATION- RESOURCES

GENERAL LEADERSHIP RESOURCES

Title	Author	Publisher	Year	Link
How Well Do You Delegate? Discover Ways to Achieve More	Mindtools	Mindtools	2016	Link
Successful Delegation - Using the Power of Other People's Help	Mindtools	Mindtools		Link
6 Steps For More Effective Delegation - DIY should not be the MO of the CEO.	Michelle Randall	Fast Company	2013	Link
Too Much to Do: Four Keys to Effective Delegating	Paul Lemberg		2004	Link
Delegation as a Leadership Style	Susan Heathfield	The Balance Career	2018	Link
The Situational Leadership Model	Adapted from the model by Ken Blanchard and Paul Hersey			Link
Why People Don't Delegate				Link
Why Aren't You Delegating?	Amy Gallo	Harvard Business Review	2012	Link
To Be a Great Leader, You Have to Learn How to Delegate Well	Jesse Sostrin	Harvard Business Review	2017	Link

IGNATIAN RESOURCES

Title	Author	Publisher	Year	Link
Remembering Iñigo - Memoriale of Luís Gonçalves da Câmara	Luís Gonçalves da Câmara (Edited by Alexandre Eaglestone and Joseph A. Munitiz	Gracewing	2004	Link

QUOTES

- The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling while they do it. - Theodore Roosevelt
- When you delegate work to a member of the team, your job is to clearly frame success and describe the objectives.” - Steven Sinofsky
- You can delegate authority, but you cannot delegate responsibility. - Byron Dorgan
- If you want to do a few small things right, do them yourself. If you want to do great things and make a big impact, learn to delegate. - John C. Maxwell
- “Delegating work works, provided the one delegating works, too.” – Robert Half
- “No person will make a great business who wants to do it all himself or get all the credit.” – Andrew Carnegie
- “Hire people who are better than you are, then leave them to get on with it . . . Look for people who will aim for the remarkable, who will not settle for the routine.” – David Ogilvy
- “The first rule of management is delegation. Don’t try and do everything yourself because you can’t.” – Anthea Turner
- “As we look ahead into the next century, leaders will be those who empower others.” – Bill Gates
- “As long as you have the right managers in place and you’ve organized your leadership team so they’re aligned with the company’s goals, you should get out of the way and let them do their jobs.” – Steve Tobak
- “A star wants to see himself rise to the top. A leader wants to see those around him rise to the top.” – Simon Sinek
- “Don’t tell people how to do things, tell them what to do and let them surprise you with their results.” – George S. Patton