

DELEGATION AS A LEADERSHIP STYLE

From Susan M. Heathfield

- Whenever possible, when delegating work, give the person a whole task to do. (If you can't give the employee a whole task, make sure they understand the overall purpose of the project or task. If possible, connect them to the group that is managing or planning the work. Staff members contribute most effectively when they are aware of the big picture.)
- Make sure the staff person understands exactly what you want them to do. Ask questions, watch the work performed or have the employee give you feedback to make sure your instructions were understood.
- If you have a picture of what a successful outcome or output will look like, share your picture with the staff person. You want to make the person right. You don't want to fool the person to whom you delegate authority for a task, into believing that any outcome will do, unless you really feel that way.
- Identify the key points of the project or dates when you want feedback about progress. You need assurance that the delegated task or project is on track.
- Identify the measurements or the outcome you will use to determine that the project was successfully completed. (This will make performance development planning more measurable and less subjective, too.)
- Determine, in advance, how you will thank and reward the staff person for their successful completion of the task or project you delegated.

Taken from: <http://humanresources.about.com/cs/manageperformance/a/delegation.htm>