Effective Delegation Skills for Leaders
Florida Research Administration Conference 2018
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Session Objectives

* Recognize delegation as a tool for employee growth
* Prepare yourself to delegate effectively
* Assess your employees to determine their delegation needs
* Match employees and projects appropriately
* Identify barriers to delegation and overcome them
* Apply the steps to delegating effectively
* Handle mistakes, missteps and failures as learning opportunities

Your Attitude Toward Delegation

Success
Failure
Why Delegate?

To help the organization

To help your employees

To help yourself

"An empowered organization is one in which individuals have the knowledge, skill, desire and opportunity to personally succeed in a way that leads to collective organizational success." – Stephen Covey

Barriers to Delegation

- Excuses
- Attitudes
- Fears

What to Delegate

Almost everything!
What Not to Delegate

- Performance issues
- Disciplinary actions
- Politically sensitive issues
- Emergencies

YOU ARE FIRED

Matching People and Projects

- Strengths
- Areas for development
- Current workload
- Willingness to learn
- Desirable qualifications
- Timeline
- Acceptable results
- Consequences of failure

"The secret of success is not doing your own work but in recognizing the right person to do it." - Andrew Carnegie

Delegation Don'ts

- Setting others up to fail
- Dumping
- Micromanaging
- Delegating only when overworked

"The best executive is the one that has sense enough to pick good people to do what he wants done, and self-control enough to keep from meddling with them while they do it." - President Theodore Roosevelt
The Steps of Delegation

- Begin with the end in mind
- Identify boundaries
- Establish communication expectations
- Provide support
- Anticipate problems
- Review work

Focus on “What,” Not “How”

- Share the big picture
- Allow choice in methods and procedures
- Establish standards and guidelines for the result

"Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity." - General George S. Patton

Levels of Autonomy

- Employee acts; reports later
- Employee acts; reports immediately
- Employee recommends; manager decides
Communication Expectations

- Method
- Frequency
- Responsiveness
- Informing others
- Tracking

Types of Support

Tangible

Intangible

Anticipate Problems

Teach employees how to be problem solvers. Resist the temptation to tell employees what to do. In fact, never offering advice and suggestions until you ask employees for their idea on how to fix the problem.
Avoid Reverse Delegation

- "What do you think you should do?"
- "What have you considered but haven't tried?"
- "What can I do to help you complete this on your own?"
- "This is a learning experience for you."

Learning from Mistakes

- Admit your part
- Fix what can be fixed
- Visualize a different outcome
- Share and apply

After Action Review

- What was planned?
- What really happened?
- Why did it happen?
- What can we do better next time?