

## Delegation - A Success Essential

"The best executive is the one who has sense enough to pick good men to do what he wants done, and self-restraint enough to keep from meddling with them while they do it." - **Theodore Roosevelt**

Leaders would agree that this quote is filled with wisdom but the critical question is, "Are you practicing it?" Many leaders that I encounter in my work in [Executive Coaching](#) are deficient in this space. I find that there are three key reasons:

- ❖ The need for perfection
- ❖ The need for control
- ❖ Lack of skill

One of the key responsibilities of a leader is to develop his/her people. So in the Coaching sessions the first two points are addressed as the need for an attitudinal shift. But as the sessions progress I realize that the key issue is the lack of knowledge of how to delegate.



I developed a simple 5-step process for Delegation:

- ❖ **Knowing what to delegate:** There are two reasons to delegate work – to develop people and to use our time more efficiently. This will dictate what task will need to be delegated and to whom.
- ❖ **Identifying the Individual/Team** – If you are delegating to develop people then choose the 20% of your tasks that produce 80% of the results. If you are delegating to increase the efficiency of your time then choose the 80% of your tasks that produce 20% of the results. This simple concept of the Pareto Principle will enable you to choose the right tasks for the right people.
- ❖ **Communicating the Task** - This is where most delegation fails. Many leaders and managers do not do a good job of expressing what they want. The task has to be described in clear, crisp and succinct fashion. Explain how a task fits into the overall organizational picture and the effects of a job well done and vice versa. It is imperative to ask for feedback to ensure that instructions have been understood.
- ❖ **Making it Measureable and Time - Bound** – Ensure that the task can be measured and the performance on the task will be recognized. The deadline has to be decided jointly with understanding of the recipient's existing tasks and deadlines.
- ❖ **Follow-up and Feedback** – Intermittent check points and feedback will ensure that the work is progressing towards the common goal. It is essential to let the person know how they are doing and whether they did a good job.

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In the end, as the leader, you should take the blame for failure and pass on the credit for success.

Simply put, Delegation results in an empowered team.

"If there is any one axiom that I have tried to live up to in trying to become successful in business, it is the fact that I have tried to surround myself with associates that know more about business than I do. This policy has always been very successful and is still working for me." - **Monte L. Bean**

### Author Bio:

**Vikas Vinayachandran** is a certified Coach and Leadership Facilitator. His ability to establish a deep connection with the participants gives him the unique skill to leave an indelible mark in the lives of his trainees. He has over 15 years of experience conducting training programs for various levels of management in Fortune 500 companies. He has an MBA from the prestigious Lancaster University Management School, UK.

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