

RDA

CORPORATE COMMUNIQUE . . .

ROBERT DENNEY Associates, Inc.

Management, Marketing, Strategic Planning

November, 2009

THE ART OF DELEGATION

Whether you're the CEO or a mid-level manager, you can't do everything yourself so you must delegate to others. Yet things like this happen. You're walking to your office and the head of operations stops you and says, "I've scheduled my staff meeting for next week and everyone can attend. What should I cover?" Then, as you get to your office, the office manager comes up to you and says, "The computer system is down. Should I call the IT Manager?"

Frustrating? Of course. And you are thinking, "Why can't these people take more responsibility and not drop every detail of every project into my lap?"

Maybe it's not them but you! Maybe you're not delegating effectively. Here's how to do it.

- ∞ **Recognize the talents and personalities of each person reporting to you.** Being a good delegator is like being a good coach of a sports team. You have to know what projects each person can handle and what projects they can't.
- ∞ **Establish measurable and concrete objectives.** With each person reporting to you, make your objectives clear and specific – and make sure they agree with them. Once you do this, people will feel more comfortable acting on their own.
- ∞ **Stress results, not details.** Make it clear that you're more concerned about the final outcomes than the day-to-day details that accompany them.
- ∞ **When you delegate responsibility, also delegate authority.**
- ∞ **Don't give solutions.** When your subordinates come to you with problems, they're probably looking for you to solve them. Don't. Teach them how to solve problems themselves. Sure, this can also be frustrating because it takes time. But, in the long run, you'll save time – and probably money too.
- ∞ **Turn the questions around.** If a subordinate comes to you with a problem, ask him or her what they would do. If they ask you a question, ask them for possible answers.
- ∞ **Give strict and realistic deadlines.** Even better, ask them to give you a deadline and, if it fits the need, hold them to it.
- ∞ **Develop a reporting system** through written reports or meetings.

Once you've learned the art of delegation, ask yourself: "What are the things that only I can do?" It should be a short list. Then delegate everything else.

Robert Denney Associates, Inc. provides management, marketing, strategic planning and leadership services to professional firms, corporations and non-profit organizations throughout the United States and parts of Canada. Reports and discussions of timely issues are posted on our web site, www.robertdenney.com.

ROBERT DENNEY Associates, Inc.
P.O. Box 551, Wayne, PA 19087-0551 • 610-644-7020 • fax: 610-296-8726
email: bob@robertdenney.com • web site: www.robertdenney.com

