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Week 30 Focus: Delegation

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Focus Question: What are the tasks which you need to let go of and have others complete?

Description

There's usually never enough time to get things done in our work. One area which most professionals struggle with is delegation. This is particularly challenging when working in the remote space as we need to be even more specific and strategic in what we can delegate, to whom and what it can look like.

Delegation is successful when we are clear about the task that needs to be completed, when we ensure that the person doing has the resources and authority to get it done, and that we also follow up regularly with the task.

Throughout the last three decades of my career, in teams large and small, intact, and remote, I've found delegation to be a growth edge for everyone – leaders and team members alike.

In the spirit of keeping things simple, I have had people reflect on the 5Ws and an H of delegation as they think about:

- » WHAT they want to delegate?
- » WHO has the skills to do it?
- » WHEN can they do it? What are key milestones towards project completion? When will you get things done?
- » WHERE can the person being delegated to go for information and resources?
- » WHY? What's important about this task? What does the person need to know about WHY the task needs to be completed on time, with accuracy etc. Provide context around this.
- » HOW can they do it? What are some of the key steps and resources required? Are there specific decision points they need to be aware of?

Using these questions as a conversation prompter can be valuable in terms of making sure that delegation is successful for everyone.

Activity

Today I am inviting you to take stock of all the things that are on your plate. As you consider past focus areas like the 80/20 Rule, what do you notice about where you are getting your impact and results in your work? You may recall that the 80/20 Rule – also known as Pareto's Principle - indicates that we tend to get 80% of our impact from approximately 20% of our efforts.

Key Tasks I need to do (or delegate):

Identify one or two tasks you would consider delegating. Using the following chart, work through the associated questions:

5 Ws of Delegation	Details	What additional resources are there?
What are you delegating?		
Who would benefit from doing it?		
Why is it important?		
Where can they go for more information?		
When: What are the core elements What are the milestones? What are key delivery dates? When will you check in.		
How: What will success look like? HOW will they know it is complete? What, if any, specific steps need to be undertaken?		

“Deciding what not to do is as important as deciding what to do.”

Jessica Jackley