

# IMPROVE YOUR DELEGATION

## 1 Start Here

Select a **task** you're going to delegate and **someone** to whom you're thinking of delegating it.

It's as Simple as 1,2,3,4

## 2 How will they feel about this assignment?

Interesting & energizing?  
Challenging & fulfilling?

	Dislike	Tolerate	Like	Love
Expert	7. Last Resort	5. Keep this to a Minimum	1. Major Strength	
Competent			2. Strength	
Some Knowledge	8. Avoid if You can	6. Danger Zone	3. Training Opportunity	
No Knowledge	9. Avoid at All Costs		4. Experiential Training	

Brings out the best in them?  
Leverages skills & expertise?

## 3

Determine the level of skill they bring to this assignment

Expert = Company Expert  
Competent = Produces Results  
Some Knowledge = Some Experience  
No Knowledge = Need I Say More

## 4 Locate their position on the matrix... Consider the coaching advice offered below

### 1) Major Strength

- It might be time to look at an increase in challenge and/or scope of responsibilities
- Provide minimal supervision
- Obtain/protect their resources
- Offer mentoring or a coach

### 2) Strength

- It might be time to look at an increase in challenge and complexity in the work
- Discuss amount of supervision required or expected
- Advanced training in areas of expertise and interest

### 3) Training Opportunity

- Make sure this assignment increases challenge through importance and visibility
- Provide targeted very specific training tied to their role
- Offer mentoring in support of the assignment

### 4) Experiential Training

- Provide close support and a lot of supervision
- Provide on-the-job-training
- Provide training on the basics of the assignment
- Follow-up training with small increases in responsibility

### 5) Keep This to a Minimum

- Provide support and assistance when and where needed
- Discuss what's in it for them
- Ensure it is short-term only
- Provide any training they need
- Where possible offload routine and tedious work to others

### 6) Danger Zone

- A little knowledge is dangerous especially if not motivated
- Discuss what's in it for them
- Promise it is short-term only
- Provide support and assistance when and where needed
- Provide training on the basics

### 7) Last Resort

- Ensure this does not become an ongoing role
- Discuss why the team needs it
- Obtain/protect their resources
- Discuss what's in it for them
- Make sure this assignment has importance and visibility

### 8) Avoid if You Can

- Provide close support and supervision
- Ensure it is very short-term
- Provide training on the basics of the assignment
- Discuss what's in it for them
- Redistribute this when possible

### 9) Avoid at All Costs

- Redistribute this if possible
- Provide maximum supervision
- If you must assign this task to this individual, discuss the importance of this task to the organization and the reasons they are being asked to do this