**Strategies and Challenges**

* Strategies
	+ Being timely
	+ Planning in advance
	+ Communicating x4
	+ Matching tasks with skills
	+ Investigating skill sets and using them to your advantage x2
	+ Clarifying
* Challenges
	+ Providing clarity in expectations and reception of delegations
	+ Communicating x3
	+ Finding time to invest in the delegation process x2
	+ Motivating operators effectively x2
	+ Knowing the risk around learning
	+ “Letting go” x2
	+ Trusting your staff x2

**What is Delegation?**

* Assigning and clearly defining tasks
* Retaining responsibility
* Planning/developing a strategy

**What are the Benefits?**

* Allows for greater productivity
* More time to focus on higher level tasks
* Develops a stronger team
* Grows the people
* Increases confidence

**What are the Risks?**

* Tasks could have a connection with fairness and/or status
* Staff may be resistant to learn
* Burning out best people
* Work may not be done well, or at all
* Possible losses to the company

**What are the Phases of Delegation?**

* Evaluation
	+ Work analysis
	+ Deadlines and timelines are secured
	+ Resources in place
* Selecting the “Who”
	+ Handover
		- Handoff process
		- Support
		- Check-ins
		- Monitoring
* Work completed
	+ Debrief
	+ End: evaluation

**Evaluation**

* Tasks
	+ Which tasks can be delegated?
		- Easy, quick, stretch, or development
		- Uncritical tasks
		- Requires small amount of training
* People
	+ How do you find out what your staff can do? (Now and over time)
		- Experiment
		- Time and experience
		- Find out what they are asking for
		- Assign a small piece of a project for them to do as a trial
		- Assess strengths by asking
* Matching tasks with people
	+ Availability
	+ Current workload
	+ Novelty
	+ Challenge
	+ Life circumstances

**Handover**

* What will you need to do and think about to get ready to hand over the task?
	+ A background document
	+ Broad brushstroke sketch
	+ Materials to other resources
		- Vendors
		- Security access
		- Data
	+ Autonomy
		- Timeline/Milestones
		- Define reporting and communication frequency
		- Clarify the level of support you will provide
* What should happen in the handover meeting?
	+ Clear definition of the tasks
	+ Timeline
	+ Provide tools
	+ Communicate Confidence
	+ Briefing
	+ Explain the purpose of tasks
	+ Beware: death by meeting
	+ Confirm understanding
	+ Clear next step

**Support**

* What should you do to support your employee after the handover?
	+ Explain your open door policy
	+ Have credibility as a supportive individual (make sure your actions support your words)
	+ Be even keeled
	+ Be humane and empathetic
	+ Maintain expertise
	+ Lead by example
	+ Offer reward questions
	+ Extend support
	+ Check in on progress
	+ Communicate: relay info
	+ Be aware of the environment and continually adapt to it
	+ Abide by agreements
		- Especially the ones in regards to autonomy

**Debrief**

* What should you do with your employee after the task has been completed?
	+ Review
		- Ask how things went
			* What would they have done differently if they were to do it again?
			* Was it easy? Challenging?
	+ Find out if there is anything left to do or follow up with
	+ Compare results to defined outcomes
	+ Analyze the positives and negatives of the assignment
	+ Create a supportive learning framework
	+ Lessons learned document
	+ Provide recognition