

Successful Delegation

Using the Power of Other People

*‘ I not only use all the brains
that I have but all that I can
borrow’*

President Woodrow Wilson

*“The people who become
superstars are simply those who
receive the most help.”*

[Ken Kragen](#)

*"If it's to be,
it's up to me"*



Do-it-yourself managers:

- Get things done.
- Want the job done right.
- Have confidence and grit.
- Don't need to be told what to do.
- Make important contributions.

But...

- Become *overwhelmed* in the long-term, because they can do it better than others, today.
- Often say, “*What’s wrong with them?*”
- Limit organization’s capacity and potential.
- Feel powerful giving permission.
- Don’t develop others.
- Hoard knowledge.
- Need to be at the centre of everything.
- Have trust issues.
- Believe “*it’s my way or the highway*”.
- Don’t appreciate those with other skill-sets. “*The ‘good’ people are like me...*”

If we continue to...

- We're effectively paying ourselves that lower rate
- We're an expensive resource for our business
- Those tasks could be a job for someone else
- We're blocking growth and learning opportunities for someone else
- Our business will plateau in growth – limited by me
- We may well burn out from exhaustion, trying to do everything
- We'll probably work longer hours than we should be (with consequences for health, relationships and profitability...)
- It even has an impact on the nation's productivity!



Why don't we delegate more?



Why People Don't Delegate

- *"I'll do the best job here, so I'll do it myself."*
- *"He'll resent being asked, thinking I should do the work myself."*
- *"It's a boring job, so I'll 'lead by example' and do it myself."*
- *"It'll be quicker if I do the job myself."*
- *"What if they don't do it correctly?"*
- *"What if the outcome is not up to my standards?"*
- *"What if they don't do it the way I've been doing it?"*
- *"What if I become less essential to the business?"*

*‘What Got You Here Won’t
Get You There’*

Marshall Goldsmith





What can be done *only* by
you?



What to Delegate?

[illegible]

How do you start?

Imagine you weren't as competent as you are...

Delegate wants to know...

- *Do I know what's expected of me?*
- *Am I able to do it?*
- *Do I know how it will be measured or tracked?*
- *Will I get any feedback (help/support/recognition/correction)?*
- *(Can I ask for help/give feedback...?)*
- *What are the consequences for me?*

CPQ/QRT

- Context
- Purpose
- Quantity
- Quality
- Resources
- Timing

CPQ/QRT

- **Context** - Where does this task fit in the bigger picture?
- **Purpose** - What are we trying to achieve?
- **Quantity** - Scope. What has to get done? How much/many?
- **Quality** - How well does it have to be done? What standards?
- **Resources** - What can you use to get it done?
 - Budget - how much can we spend?
 - People - who is involved or who can help?
 - Other resources (materials, equipment, venue, etc needed)
- **Timing** - Define when the task is expected to be completed