

# Effective Delegation Skills

UT System Leadership Institute  
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# Poll #1 – Why Delegate?





but to reveal to him *his own.*”

-Benjamin Disraeli

“You can delegate **AUTHORITY...**



...but not  
**RESPONSIBILITY.**”

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E-mail: wiley@wileytoons.com Web Site: www.wileytoons.com 6-24

“**Responsibility** is a unique concept.  
It can only reside and inhere in a single individual.

You may share it with others,  
but **your portion is not diminished.**

You may delegate it, but  
**it is still with you.**

You may disclaim it, but **you cannot  
divest yourself of it.”**

-Admiral Hyman Rickover

# Poll #2 – Why Don't We Delegate More?



# The Voice in Your Head

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A photograph of a person in a dark shirt and light pants pushing a massive, grey, rounded boulder up a steep, rocky hillside. The person is positioned at the base of the boulder, leaning against it. The background shows a valley with green fields and a town under a clear blue sky. A large, yellow arrow with a brown outline points from the text towards the boulder.

**But I'm afraid of losing control...**

But I can do it better,  
*faster...*



**TRUTH:**

**Only if you want to do it...**

**FOREVER...**



But what if they do a  
better job than me?

**TRUTH:**

**That's what you  
WANT!**



But what if they  
mess it up...

**TRUTH:**

**Mistakes are the portals  
of discovery**

*(James Joyce)*

But what if they don't want to do it...



**TRUTH:**

People want to  
contribute in  
meaningful ways

# Sharing Work Requires

- Sharing responsibility
- Giving authority
- Holding them accountable



# Shifting Mindsets

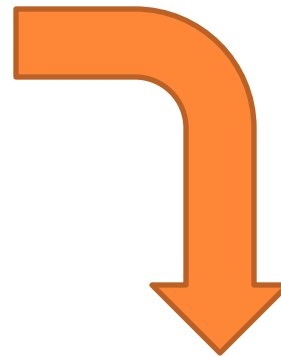
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# Mindset #1

## From...

- Micromanages
- Doesn't pass on authority
- Throws tasks at people

## To...



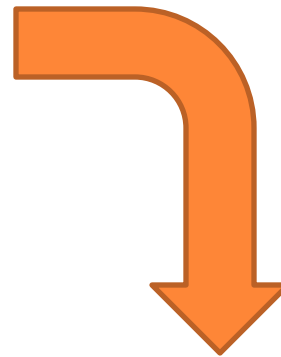
Clearly & comfortably  
delegates routine and  
important tasks

# Mindset #2

## From...

- Does most things him or herself
- Keeps the good stuff!

## To...



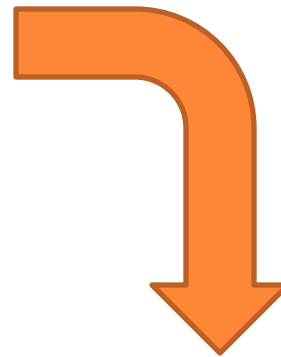
- Broadly shares responsibility and accountability
- Delegates meaningful work

# Mindset #3

## From...

- Lacks trust in others' talent
- Lacks respect for direct reports

## To...



- Trusts people to perform
- Lets direct reports finish their own work

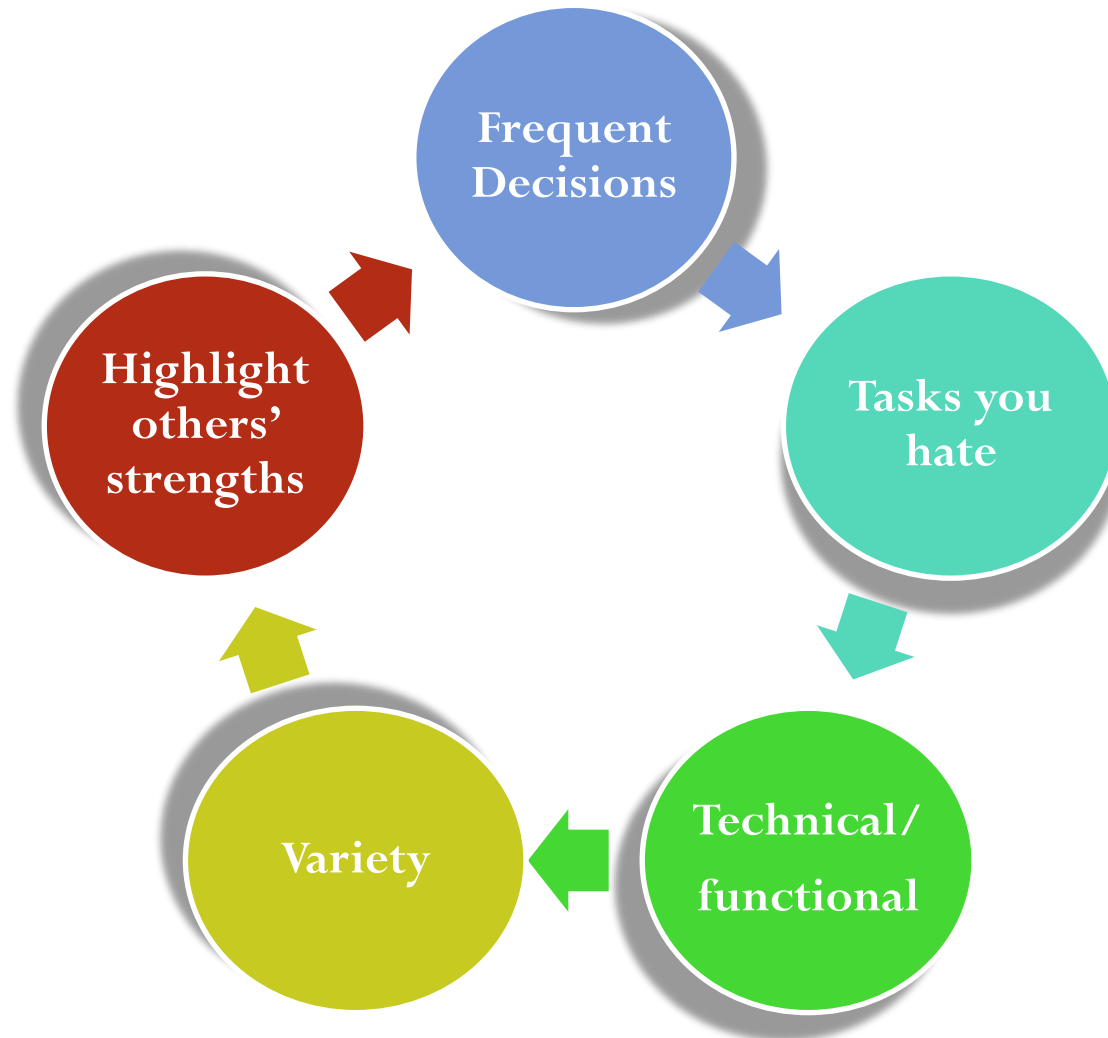
# Deciding What to Delegate

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**Define the key results or outcomes for your department**

# Review your activities



# Seven Steps to Effective Delegation

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# Step #1

## PLAN



# Step #2

## CLARIFY



# Step #3

## CHOOSE WISELY

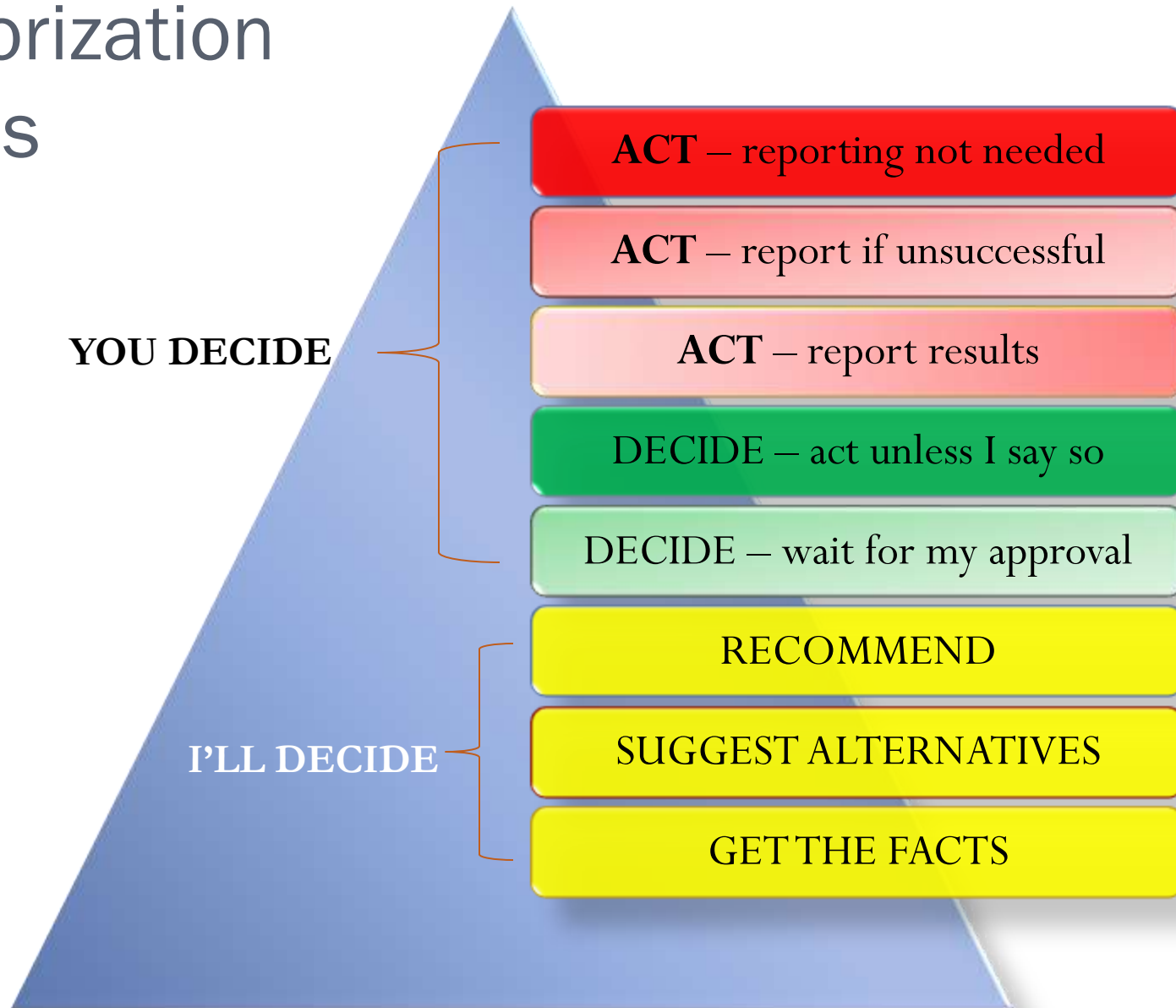


# Step #4

AUTHORIZE



# Authorization Levels



# Step #5

## CHECK IN



**What?**



**By When?**

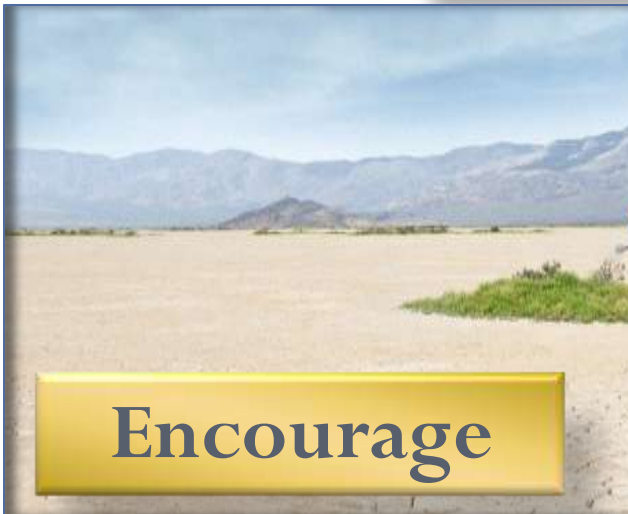


**Feedback**



# Step #6

## MOTIVATE



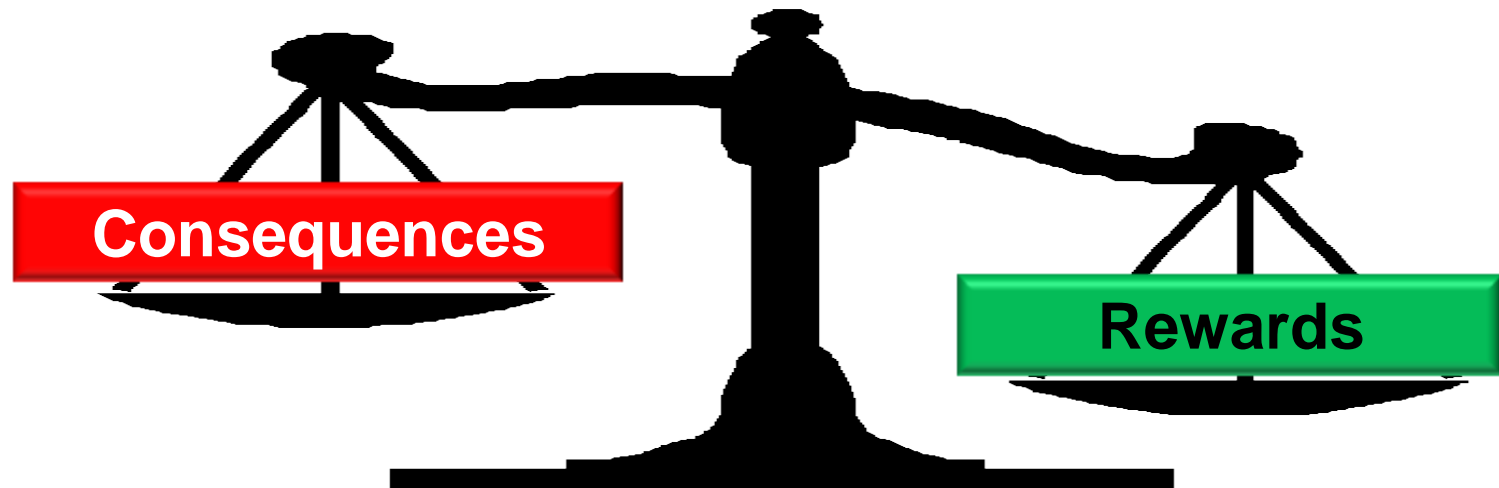
Inform  
Others



# Step #7

**CHARGE**

**Accountability**





**If you were to get hit by a bus,  
who would carry on?**

**“Experience is the name  
everyone gives to their  
mistakes.”**

**-Oscar Wilde**



“To avoid situations in which you might make mistakes



A person is silhouetted against a sunset over a beach. The person is standing in the center of the frame, facing away from the camera towards the ocean. The sky is a gradient of colors from dark blue at the top to bright orange and yellow near the horizon. The beach is visible in the foreground, and the ocean waves are breaking in the distance.

might be the  
biggest mistake of  
all.”

-Peter McWilliams