

Leadership Competency Development Guide

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Delegation

DELEGATING RESPONSIBILITY AND AUTHORITY TO DIRECT REPORTS AND GIVING THEM DISCRETION IN DETERMINING HOW TO DO THEIR WORK.

“The greatest leader is not necessarily the one who does the greatest things. He is the one who gets the people to do the greatest things.” — Ronald Reagan.

Development Activities

On the Job	<ul style="list-style-type: none"> Learn from the receiving end; ask a manager whether there are any tasks he or she can delegate to you over the next week or month. Pay attention to how your manager assigns the task, provides instructions, coaches you through the work, and gives feedback at the end. Make a list of your tasks. Sort them into three groups: 1) tasks that absolutely can be delegated to others, 2) tasks that may be able to be delegated to others, and 3) tasks that only you can do. Then, look for opportunities to delegate what can be delegated. Consider team strengths: Write down the strengths of each of your co-workers, and list 1-2 tasks you may be able to delegate based on team strengths and responsibilities. Check in on team capacity: You will only be able to delegate successfully if your co-workers have the capacity to take on the extra tasks. Have a weekly meeting to check in on progress and ask employees to share whether they have extra capacity (and if so, how much) to support the additional work. Clearly communicate the goals, objectives, and desired outcomes of the delegated tasks or projects. Provide a clear understanding of the expected results, timelines, and any specific guidelines or constraints. Think about whether your team has the skills they need to support you in any tasks you may want to delegate. If not, give them opportunities to shadow you, or collaborate with you on your tasks so that they will be ready to take over when the time to delegate comes.
Coaching	<ul style="list-style-type: none"> Meet regularly with a coach to plan on-the-job development activities and receive feedback and support on how you delegate work.
Self-directed	<ul style="list-style-type: none"> Hold informational interviews with managers in your organization to learn what works for them; ask them how they delegate their own, and their team’s work.
Group Training	<ul style="list-style-type: none"> Attend an informational lunch and learn session. If you are a leader, hold a meeting with your team and explain the purpose and process of delegation. Emphasize the confidence that you have in your employees’ skills and abilities, and the value that you place on working as a team and supporting one another. Encourage your team to ask for help, and support them in delegating tasks (i.e., re-allocating task ownership) when necessary.

Resources

Leadership Series	SIGMA's Leadership Series provides additional information about the importance of each competency, as well as practical tips and tricks for development. Download the Leadership Series for Delegation here: Great Leaders Delegate .
Articles and Books	<ul style="list-style-type: none"> ▪ How to Delegate Effectively: 9 Tips for Managers. ▪ Successful Delegation. ▪ How to Delegate Tasks Effectively (Step-by-Step Guide). ▪ Let it Go! by Emily Morgan.
Videos	<ul style="list-style-type: none"> ▪ How to Delegate. ▪ How to Delegate Effectively with Colin Boyd. ▪ How to Delegate Like a Millionaire Entrepreneur.
Podcasts	<ul style="list-style-type: none"> ▪ The Essentials: Delegate Effectively. ▪ How to Delegate Work Effectively.

SIGMA Can Help

Since 1967, SIGMA has helped thousands of organizations across North America develop their people potential and increase organizational effectiveness. Explore our assessments, coaching, and consulting services below, and contact us if you would like to speak about creating a custom plan for your organization.



[Leadership Skills Profile – Revised™ \(LSP-R\)](#)

Take our flagship leadership assessment to see how you score on “Delegation.”



[High-Potential Talent Development](#)

Use SIGMA’s scientifically validated, industry-tested tools to give your talent development a strong start.



[Coaching with a SIGMA Consultant](#)

Participate in one-on-one coaching with SIGMA’s expert consultants.

Speak with a Consultant



If you would like to speak with a consultant about what delegation looks like for you, contact us today. We are happy to share what we’ve learned from client experience and talk about the specific needs of your organization and your team. Give us a call! We’re always happy to chat.

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