

# **Maximizing Delegation**

**Presented by  
Kohn Communications**

# What are the benefits of delegation?

- Allows you to pursue your highest and best use
- Creates training opportunities
- Tip: Delegate the documentation of all complex processes

# What are the obstacles?

- No support
- Old habits
- Time pressure
- Easier to do it yourself
- Fear of obsolescence
- Fear of loss of quality
- Fear of criticism

# Best practices

- **Develop your do-it-yourself criteria**
  - Unique skill
  - Pleasure
  - Expectations of others
  - Personal development
- **Delegate at inception**
- **Be clear about expectations**
- **Be diligent about the process**
  - The elements of effective delegation are requirements, and are not unreasonable or demeaning

# Exercise

- **Identify a project or task for delegation**
  - One option: Develop a cost-cutting analysis for a department or process
- **Identify your potential delegates**

# Deadline

- **Every deadline needs a date and time**
  - Try to leave time to delegate repairs
  - Identify interim deadlines
- **Never use A.S.A.P when referring to deadlines ...**
- **“A.S.A.P.” often means,  
“After Significant Avoidance and Procrastination”**
- **Explain the impact of deadlines**
- **Explain your position re meeting deadlines**

# Task description

- Task descriptions should be succinct
- When delegating a project with many tasks, describe each significant task in writing
- Benefit - Enhances clarity for all
- Obstacle - Fear of demeaning the delegatee

# Required resources

- Possible resources could be equipment, additional staff, consultants, etc



# Loop list

- **Who are the people who need to be kept in the loop?**

# Quality standards

- To get what you want, you must accurately describe it
- Avoid unclear descriptions e.g.
  - Professional
  - Attractive
- Never ask, “Do you understand?”
- Always ask, “What are your questions?”
- Remember that precision is not demeaning

# Follow-up

- **Get out of the role of the pest**
- **Schedule regular updates**
- **Communicate the importance of compliance**

# How to motivate

- **Motivation formula**
  - Desirable goals
  - Reasonable steps

# Goal

- What do you want them to accomplish?
- How is it in their best interest?

# Assets

- What things support the likelihood of their success?
  - Their skills
  - Their character
  - Their resources
  - The timing

# Obstacles

- **What might stop them from succeeding?**
  - Your prejudices
  - Your “script”
  - The lack of resources
  - Their “script”
  - The opposition

# Strategy

- **Two strategies**
  - 1. Provide safety**
  - 2. Take it away**



**Thanks very much**

**Please feel free to contact me with your  
questions**

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