

Delegating For Growth

HRDQ.

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PREVIEW



Course Objectives

Upon completion of this course, you'll be able to:

- Recognize **barriers** to delegation
- Describe how to categorize tasks and projects **appropriate** for delegation
- List criteria for choosing the **right** person to delegate to
- Identify key elements of the delegation **process**
- List symptoms of poor delegation



Are You Ready to Delegate?

How good are you at letting go of work?

Read the list below and decide which statements are true for you.

- The only way to get something right is to do it myself
- Teaching employees how to do something takes too long, and I can do it myself - faster
- I frequently take work home
- I consistently put off long-term projects
- Nobody else can do my job



Difference: Delegation vs. Dumping

Delegating is a thoughtful process that involves careful analysis and planning

Delegating	Dumping
Carefully considering the task and match the best person to it	Getting rid of those tasks that you dislike or ongoing problems
Choosing projects to develop employees' skills and abilities	Turning over only mundane tasks
Turning over the entire task whenever possible	Assigning only bits and pieces of a project
Maintaining accountability	Abdicating responsibility

What Not to Delegate



Do not delegate tasks involving:

- Sensitive personal information
- Payroll information
- Corrective or disciplinary action
- Performance reviews
- Plans to reorganize the department
- Recognition and praise

Some tasks are clearly for management only!

Symptoms of Poor Delegation

Look at the work habits of the manager, the attitude of the employees, and the productivity of the group

- Deadlines are frequently **missed**
- Workload is **unevenly** distributed
- Organization plagued by **slow** decision making
- No one in the department is ever ready for a **promotion**
- Manager sometimes **intervenes** without informing delegatee
- Communication flow is **irregular** and incomplete
- The manager is frequently too **busy** to meet with employees



Delegating For Growth Knowledge Check One

QUESTION 1 of 1

Read the scenario and answer the question:

Shane was recently promoted to a management position. He has not passed on any major assignments to his employees. He believes that management expects him to do all the work — after all, that's why he was promoted, right? Meanwhile, his employees are dissatisfied with the lack of opportunity and growth. Which of the following is the most likely reason Shane is avoiding delegating?

<u>Self-imposed barrier</u>	Correct!
<u>Desire to avoid dumping</u>	Incorrect
<u>Belief that all of his work is confidential and not appropriate for others</u>	Incorrect
<u>Employee-imposed barrier</u>	Incorrect

Finished



Delegating For Growth Knowledge Check Two

QUESTION 2 of 4

Instructions: Cory is a new manager who is trying to decide what tasks to delegate to his employees. Read the following description below and decide if it is a good choice for delegation or not:

Preparing and sending out a daily report to division heads and other department managers. Cory believes his boss expects the report to come from him, although one of his employees also has access to this information.

DELEGATE

DON'T
DELEGATE

CLICK THE BOXES TO REVEAL THE CORRECT ANSWERS

[Next Question](#)



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