

DELEGATION

PARTICIPANT'S WORKBOOK

HOW TO BECOME AN INEFFECTIVE MANAGER ----  
IF YOU WANT IT DONE RIGHT, DO IT YOURSELF!

1. Define the term, "Management": \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

2. When the following tasks must be performed, check the frequency with which you, personally, perform the work:

TASKS FREQUENCY DONE BY YOU  
Always   Often   Sometimes   Rarely   Never

Interview New Employees					
Complete Paperwork					
Roll Dough					
Orient New Employees					
Conduct Inventory					
Tend Bar					
Prep Food					
Shop Competition					
Clean Restrooms					
Reorganize Storerooms					
Make Bank Deposit					
Order Food/Papergoods					
Construct/Cook Pizzas					
Train Employees					
Receive Deliveries					
Run Order Register					
Supervise Buffet Line					
Develop Promotions					
Draw Up Prep List					

I. IF "MANAGEMENT" MEANS GETTING THINGS DONE THROUGH OTHER PEOPLE, THEN WHY DON'T WE?!

- A. Desire to maintain complete control.
- B. Lack of confidence or trust in subordinates.
- C. Fear of becoming expendable.
- D. Love of old responsibilities. Comfort with that with which we are most familiar - "living in our last job."
- E. Lack of assertiveness.

II. WEIGH THE BENEFITS OF DELEGATION AND OVERCOME YOUR RELUCTANCE

A. To your SUBORDINATES:

- 1. Growth, new challenges; motivation through self-actualization.
- 2. Feelings of worth; enhanced self-confidence; contribution.
- 3. Stronger promotion possibilities.

B. To YOU, the SUPERVISOR:

- 1. Effective use of your time:
  - a. You can only do one thing at a time...unless you delegate.
  - b. Leaves time to do the important things.
- 2. Less pressure to accomplish much in little time.
- 3. Stronger staff - greater team building.
- 4. Less harassment from your supervisor.
- 5. Stronger salary raise/promotion possibilities.
- 6. You become a "manager" in the classic sense.

C. To your SUPERVISOR:

- 1. Less anxiety over completion of his/her projects entrusted to you.
- 2. Increased promotion possibilities because of strong subordinate as potential replacement.

D. To your ORGANIZATION:

- 1. A more efficient operation leading to...
- 2. ...higher volumes and lower costs resulting in...
- 3. greater profit.

III. PROPER DELEGATION TECHNIQUES

A. Communicate simply, clearly and completely. Explain:

- 1. What you want done...to what degree...in what time frame.

2. The importance of the delegated task to the overall operation.
3. The importance/benefit to the subordinate's job/career development.

B. Create an environment for successful completion:

1. Cover "tools" available as support -- or people.
2. Define the boundaries of responsibility and subsequent authority.
3. Be available to provide guidance, but allow independence. Make yourself scarce...not invisible!
4. Demand high performance, but be tolerant of honest mistakes. Never allow sloppy work to go unchallenged.
5. Delegate more challenges than busy work.
6. Establish a schedule for progress reports and project review. Delegate...don't abdicate!

IV. CAN EVERYTHING BE DELEGATED?!

- A. Yes! Theoretically, all tasks could be delegated, if your subordinates are capable and given proper supervision.
- B. However, it is not uncommon for managers, by policy, to restrict certain tasks to themselves, such as hiring or firing.
- C. Avoid setting up so many "policies" restricting functions/decisions to yourself that you are not delegating anything!

V. DELEGATING IS A MANAGEMENT RESPONSIBILITY!

- A. You have an obligation to develop your people!
- B. The more you delegate to your staff, the more responsibility they can assume.

Delegation Case Study

After viewing the case study film, weigh the delegation skills of both Marta Bergstrom, the Department Manager, and her Supervisor, Mr. Morrison, according to the nine steps to proper delegation on the following page.

PARLOR DELEGATION EVALUATION FORM

1. Communicate clearly...when, how, where, etc.
2. Explain the importance of the task.
3. Explain the benefit to the employee.
4. Define boundaries of responsibility and authority.
5. Explain the tools available.
6. Be available for assistance.
7. Delegate challenging work.
8. Demand high performance...but be tolerant of honest mistakes.
9. Establish a schedule for progress and review.

## DELEGATION CASE STUDY CRITIQUE

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