



Leading from the ground up

For new or renewing leaders



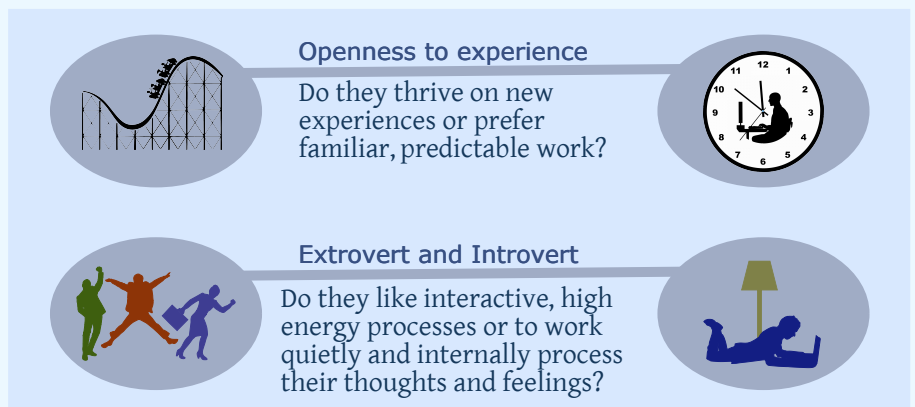
Factors that affect delegation

Leaders sometimes forget that achieving things in their role relies on enabling others to succeed in their work. Leaders are no longer individual contributors but people who coordinate and guide the work of others. This makes delegating very important

The leader who doesn't delegate gets overloaded, becomes a bottleneck that slows down work flow, and ends up micro-managing and annoying their team. Effective delegation helps get work done, builds people's capabilities, and enables achievement, which all build wellbeing and productivity. Here we look at some factors that can influence the practice of effective delegation. They are personality, fairness, and operational needs.

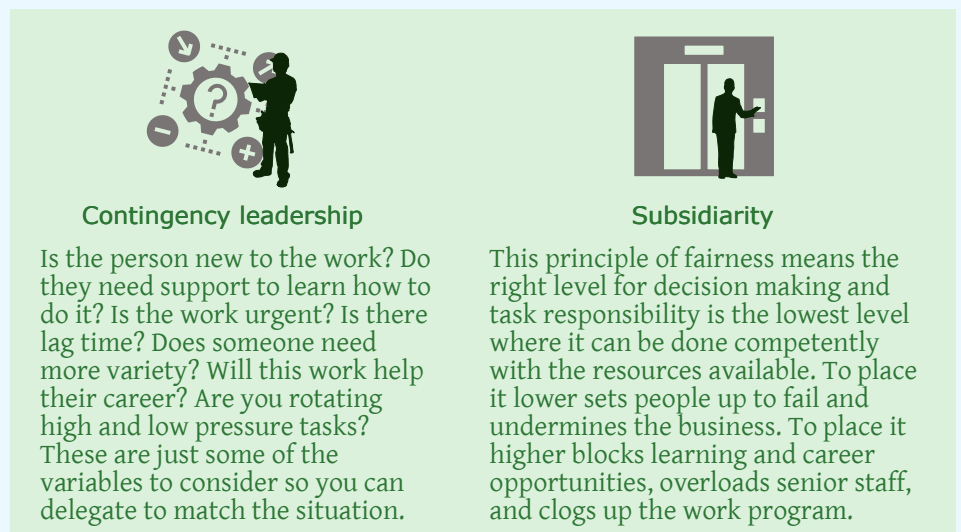
Personality

People have different personalities. Each has its own level of ease or effort for different types of activity. Sometimes the work you delegate suits their personality, sometimes it doesn't. Your goal is to delegate and support in way that helps people flourish. This might mean allowing some 'recovery time' when a person has to work in a way their personality finds draining.



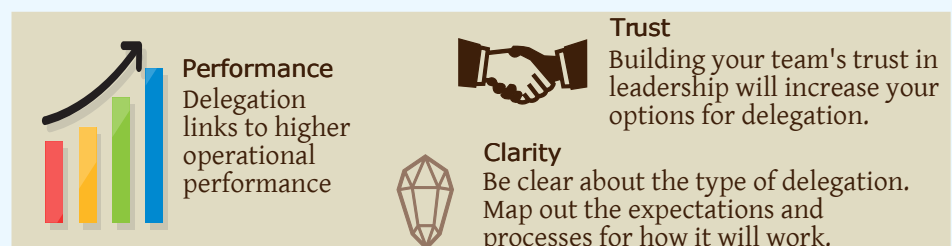
Fairness

Fairness doesn't mean people are treated the same, as this could result in discrimination and harm. It means equal consideration is given to their needs. To treat a highly experience person the same as an inexperienced one can leave the latter at risk of harm from neglect or the former annoyed by excessive interference. We must give people work to suit their competence, with the level of direction and support they need. Delegating fairly gives people confidence and promotes reliable work and outcomes.



Operational effectiveness

Delegation is about maintaining an effective work flow while building the capability of your team. This makes operational effectiveness a critical factor for how you delegate. It is important to coordinate the work and make sure people know how they fit into the combined work of the team.



Always communicate your reasons for how you delegate in ways that build people's confidence in your decisions but protects sensitive information about how you evaluate other team members.