



Deck Plate Leadership Series

Successful Delegation

USCG Leadership Competency: Leading Others: Influencing Others

Learning Outcomes:

- Describe why delegation is important in the Auxiliary
- Assess your strategy for delegation

Time Required: 25 – 30 minutes

Facilitator Activities: Present slides, providing amplifying information from material below. Facilitate discussion with last slide – What thoughts do you put into delegation in the flotilla? Slides can be copied three-to-a-page with line for notes if projector is not available.

Delegation is defined as a person or group of persons officially elected or appointed to represent another or others. In the Auxiliary, this includes all staff officers.

Overview Information for the Facilitator:

In this block of membership training we will be looking at successful delegation. Delegation is a necessity in the Auxiliary beginning with the FC who appoints the FSO's up to the National Staff who appoints the entire assembly beneath the top elected officials. The question then becomes, what thoughts do we put into delegation and how do we delegate functions to our members. Remember that there is no such thing as a single-handed success: When you include and acknowledge all those in your corner, you propel yourself, your teammates and your supporters to greater heights.

Since we must delegate, how do we consider those we delegate function to? The factors to consider here include:

- . The experience, knowledge and skills of the individual as they apply to the delegated task.
- . The individual's preferred work style. Their independence, what they want from this position, and their long-term goals and interests.
- . The current workload of this person. Does the person have time to take on more work and or will this task require reshuffling of other responsibilities and workload?

Now that you have chosen the person(s) you desire on your staff, how should delegate? the following principles to delegate successfully:

- . Clearly articulate the desired outcome. Begin with the end in mind and specify the desired results.
- . Clearly identify constraints and boundaries. Where are the lines of authority, responsibility and accountability?
- . Where possible, include people in the delegation process. Empower them to decide what tasks are to be delegated to them and when. The buck stops with you!
- . Provide adequate support, and be available to answer questions. Ensure the project's success through ongoing communication and monitoring as well as provision of resources and credit.
- . Focus on results. Concern yourself with what is accomplished, rather than detailing how the work should be done: This facilitates success and trust.
- . Avoid "upward delegation". If there is a problem, don't allow the person to shift



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responsibility for the task back to you: ask for recommended solutions; and don't simply provide an answer.

- . Build motivation and commitment. Discuss how success will impact financial rewards, future opportunities, informal recognition, and other desirable consequences.
Provide recognition where deserved.
- . Establish and maintain control.
 - Discuss timelines and deadlines.
 - Agree on a schedule of checkpoints at which you'll review project progress.
 - Make adjustments as necessary.
 - Take time to review all submitted work.

In thoroughly considering these key points prior to and during the delegation process you will find that you delegate more successfully.

Now, once you have worked through the above steps, make sure you brief your team member appropriately. Take time to explain why they were chosen for the position, what's expected, the goals you have, all timelines and deadlines and the resources on which they can draw. And agree a schedule for checking-in with progress updates. Lastly, make sure that the team member knows that you want to know if any problems occur, and that you are available for any questions or guidance needed as the work progresses.

We all know that as managers, we shouldn't micro-manage. However, this doesn't mean we must abdicate control altogether: In delegating effectively, we have to find the balance between giving enough space for people to use their abilities to best effect, while still monitoring and supporting closely enough to ensure that the job is done correctly and effectively.

When delegated work is delivered back to you, review it thoroughly, and only accept good quality, fully complete work. Of course, when good work is returned to you, make sure to both recognize and reward the effort. As a leader, you should get in the practice of complimenting members of your team every time you are impressed by what they have done. This effort on your part will go a long way toward building team member's self-confidence and efficiency, both of which will be improved on the next delegated task; hence, you both win.

Key Points

At first sight, delegation can feel like more hassle than it's worth, however by delegating effectively, you can hugely expand the amount of work that you can deliver.

To delegate effectively, choose the right tasks to delegate, identify the right people to delegate to, and delegate in the right way. There's a lot to this, but you'll achieve so much more once you're delegating effectively!

Retrieved from: http://www.mindtools.com/pages/article/newLDR_98.htm

Evaluate your delegation potential by taking the quiz found at:
http://www.mindtools.com/pages/article/newTMM_60.htm