



Delegation Worksheet

How to Choose What to Delegate

Do you have enough time in the day to finish all of your work, or do you find that there are many tasks that you have to do that take up your time? These tasks are preventing you from focusing on what's important and they stop you from doing what you would rather be doing. Whether this is doing the work you'd rather be doing or going home to spend time with your family.



MANAGER FOUNDATION

www.managerfoundation.com



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Worksheet Content:

Your Delegation Worksheet Comprises Three Sections:

M 1. The Delegation Quiz:

The first worksheet will help you assess your current method of workload management to find out if delegating to your staff can save you time.

M 2. The Task Assessment Worksheet:

The second worksheet will help you to:

- Evaluate your workload and;
- Determine which tasks can be delegated.

M 3. The Cost Worksheet:

The third worksheet identifies how much time and money you can save by delegating to your employees. This will help you determine if implementing the Manager Foundation Delegation technique is worthwhile.



Tip: If you want to skip straight to the action steps then proceed straight to Worksheet 2: How to Choose What to Delegate.



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1. Take this quick quiz to find out if delegation can save you time:

	Yes	No
1. Do your employees rely on input from you to solve problems and make decisions?		
2. Do routine; repetitive tasks take up a lot of your time?		
3. Do you find that you're not getting a lot of the "important stuff" done and spending more time on putting out fires instead of strategic planning and managing?		
4. Do low value added activities take up a lot of your time?		
5. Do you often redo the work of your employees or instruct them to do it in another way?		
6. Do you do things that your employees could/ should be doing?		
7. When giving work to employees do you feel that you have insufficient feedback on their progress and reassurance that they will complete the task?		
8. Do you do an appreciable amount of tasks that do not use your strengths; or that you're not an expert at?		
9. Do you feel that your employees don't take enough initiative?		
10. Do you do a lot of extra hours such as working late in the office or at home?		
11. When you give work to employees do you feel that they don't give the work the care and attention that you would?		
12. Do you dread going on vacation or taking time off because you feel that your employees won't be able to run things while you're away?		



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Evaluate Your Answers:

If you answered YES to four or more of the above questions, then the Manager Foundation Delegation process will save you time and help you to get more done.

MORE INFO:

- If you had a lot of Yes answers for the **even numbers**, you need to delegate more
- If you had a lot of Yes answers for the **odd numbers**, then improving the way you delegate will help

“Don't be a bottleneck. If a matter is not a decision for the President or you, delegate it. Force responsibility down and out. Find problem areas, add structure and delegate. The pressure is to do the reverse. Resist it.”



- Donald Rumsfeld



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2. Determine Which Tasks Can Be Delegated:

<p>Step 1: Evaluate Your Workload</p>	<ul style="list-style-type: none"> - To determine whether there are any tasks that could be done by one of your staff members. - Look at your job description, review your sent emails, print this worksheet out to keep on your desk as a reminder and over the course of a week/ month, identify good candidate tasks to delegate by filling in the worksheet in Step 2:
<p>Step 2: Identify Tasks to Delegate</p>	<ul style="list-style-type: none"> - Identify good candidate tasks do delegate by filling in the following sheet:
<p>What tasks can someone else do better than you? (because of skills/ time/ preferences)</p>	<hr/> <hr/> <hr/> <hr/> <p>How many hours per week do you spend on this? _____</p>
<p>What tasks do you dislike doing that a staff member would prefer doing?</p>	<hr/> <hr/> <hr/> <hr/> <p>How many hours per week do you spend on this? _____</p>
<p>What tasks consume a lot of your time?</p>	<hr/> <hr/> <hr/> <hr/> <p>How many hours per week do you spend on this? _____</p>



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What tasks have to be done but aren't on your key deliverables?	<hr/> <hr/> <hr/> <hr/> <p>How many hours per week do you spend on this? _____</p>
What tasks can contribute to the development of your employees or relate to their job descriptions?	<hr/> <hr/> <hr/> <hr/> <p>How many hours per week do you spend on this? _____</p>
What can your staff do at a lower cost than you?	<hr/> <hr/> <hr/> <hr/> <p>How many hours per week do you spend on this? _____</p>
List other routine tasks, that can easily codified:	<hr/> <hr/> <hr/> <hr/> <p>How many hours per week do you spend on this? _____</p>



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3. Find Out How Much this is Costing You:

Is This Worth Changing?

Manager Foundation techniques work for most of the people, most of the time. But they are not appropriate for everybody. The next step is to consider how much in Time, Money and Resources the current state of affairs is costing you to work out if Effective Delegation is worthwhile:

Time...

How many hours a week do you spend:

- Doing tasks that someone else can do better than you?
- Doing tasks that you dislike doing that a staff member would prefer doing?
- Doing tasks that have to be done but aren't on your key deliverables?
- Doing tasks that contribute to the development of your employees or relate to their job descriptions?
- Doing tasks that your staff can do at a lower cost to you?
- Doing routine tasks that take up your time?
- Reviewing/ Redoing/ correcting the work of a member of staff?

Take the total hours per week and multiply this by 5 – this is approximately how many days in a year you lose. Total Hours _____ multiply by 5 equals _____ days lost per year.

Money...

Time has an opportunity cost – working on less important things takes time away from the important value adding projects. Staff performing below expectations costs you money in missed opportunities and low quality work. Estimate the monthly cost from:

- Missed opportunities from finding additional sales opportunities, finding additional customers, cost saving projects or margin improvement opportunities;
- Cost of below standard work: this could be missing sales due to poor sales work or other costs of poor quality performance like work being redone, wastage etc.

Total monthly cost _____ multiply by 12 equals _____ total annual cost.



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Other Costs...

Being a super hero manager who not only has a large workload but who is also responsible for everything can have a large emotional cost. Work stress and time away from family can be very difficult. Consider:

- Is this a long standing problem (which doesn't seem to have a good solution)? (Y/N)
- Are the issues causing you personal stress – for example stress from a large workload, stress from worrying about the quality of work (keeping you up at night), frustration at staff performance, feeling trapped on a treadmill? (Y/N)

NOTE: This is a very cost focused exercise. Effective Delegation will also increase employee engagement and retention plus lead to a happier, more satisfying workplace.



Next Steps...

Commitment:

You've now done a good and thorough evaluation. You should have a good indication of:

1. How effective your current workload management/ delegation process is;;
2. Which tasks you should be delegating to your staff and;
3. How much time and money you can save by delegating.

This is where you need to decide if you are going to make a change and how committed you are to the process. If the change isn't worthwhile or you have more important priorities to focus on then you might decide to delay the process.

On a scale of 1-10 how important do you think this change is? If you're under 7 then delay this until it meets the criteria.

Benefits:

Effective Delegation will allow you to:

- Get more done in less time;
- Allow you to focus on your strengths and priorities;
- Improve the quantity and quality of your departments output by allocating tasks to the best people to do tasks;
- Develop and grow your employees and;
- Increase the engagement of your employees.

But there is a wrong and a right way to do Delegation. Common problems of ineffective delegation include:

- Work being re-done by the manager and;
- Lower quality output.

Getting Started:

The next step is to choose the best employee to delegate the task to and make the delegation in an effective manner. There are more resources available on the website to assist with this.

This is part of the "Effective Delegation" DELE101 system - if you like this and find it helpful then you should use the system: <http://managerfoundation.com/training/dele101>



Join the Manager Foundation Super User Group...

Help Us to Spread the Message:

Work, isn't working if:

- Staff are unhappy at work;
- Managers are stressed and;
- Company profits suffer.

The vision is to work towards a place where:

- Employees are engaged and get job satisfaction from intrinsic motivators;
- Managers have effective, time-efficient ways to manage staff and;
- Companies are productive and profitable.

If this is a vision that you feel is worth spreading then please help me to spread the message because I can't do it on my own.

Join: <http://managerfoundation.com/super-users/> to become part of the community and find out more.



Feedback and Notices...

Feedback Please:

The Manager Foundation was born out of the desire to help managers just like you. Please let us know what you thought about the material and also what the main difficulties are that you are facing in your workplace. If there is some way that we can help we will do our best.

We are constantly developing and improving the material based on what really works and your feedback is important to us.

We have a significant number of further modules planned for production and we can prioritize modules based on demand. So if you think there is a module missing – let us know by emailing us at: Feedback@ManagerFoundation.com

Warning: The methods and techniques have been selected based on careful study of what is effective with a many different types of people in many different scenarios. However no method can be guaranteed to be effective with everyone all the time. Due care and attention should be used at all times. The effectiveness of the methods will be affected by how they are applied. These methods are very powerful influencers of behavior and should only be applied with sincere, good intentions.

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