DELEGATION

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DISCLOSURES

None
DELEGATION

Why is it so hard???
INTRODUCTION

Delegation is a leadership skill

Through delegation, a manager becomes a manager in reality rather than in title only

Effective delegation – build relationships AND make better use of your time

Bickel, J. (2007)
DELEGATION COMPARED TO MANAGEMENT

“Giving people things to do” (simplest definition)

Transition from “doing” to “leading”
• allows the manager to concentrate on his managerial activities as they increase.

Need to be more essential and less involved

DELEGATION COMPARED TO MANAGEMENT

“Authority to make decisions that is delegated from superiors to subordinates in the traditional organizational sense”

Manager is still responsible
Delegation requires including evaluation and control

If you had to take an unexpected week off, would your initiatives and priorities still advance in your absence?

DELEGATION

Three distinct, interrelated steps

- Assignment of responsibility
- Delegation of authority
- Creation of accountability

SITUATIONAL LEADERSHIP MODEL

How directive and supportive need to be based on team members’ experience & competence in the situation

DELEGATION

So, why is it so hard???

Requires skillful communication and building relationships
### ASSESSMENT AND FEEDBACK

<table>
<thead>
<tr>
<th>Use skilled listening and inquiry</th>
<th>Learning opportunities: errors and alternative approaches</th>
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<tbody>
<tr>
<td>Use direct observations whenever possible</td>
<td>Demonstrate openness and non-defensiveness</td>
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<tr>
<td>Reinforce successes and positive expectations</td>
<td>Express belief in the capacity for growth and learning</td>
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Bickel, J. (2007)
# ENDING AN UNSUCCESSFUL DELEGATION

<table>
<thead>
<tr>
<th>Set stage (compare actual progress and goals)</th>
<th>Characterize it’s a mismatch with project needs and individual’s skills</th>
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<tbody>
<tr>
<td>Be clear (not meeting project’s needs)</td>
<td>Keep focus on behavior, not the individual</td>
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Bickel, J. (2007)
### AFFIRM FOR RELATIONSHIP-BUILDING

<table>
<thead>
<tr>
<th>Category</th>
<th>Affirmation</th>
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<tbody>
<tr>
<td>Partnership</td>
<td>“I really want to work on this with you.”</td>
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<tr>
<td>Empathy</td>
<td>“It sounds like that was hard for you.”</td>
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<tr>
<td>Acknowledgment</td>
<td>“You put a lot of work into that.”</td>
</tr>
<tr>
<td>Respect</td>
<td>“I so respect your commitment.”</td>
</tr>
<tr>
<td>Legitimization</td>
<td>“This would be hard for anyone.”</td>
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<tr>
<td>Support</td>
<td>“I want to see you succeed.”</td>
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WHY IS DELEGATION SO HARD?

Delegator  Delegatee

Barriers

Situation
Reverse Delegation

DEGREES OF INITIATIVE

HIGH
- Act on own, report routinely
- Act, then advise at once
- Recommend, then take resulting action

LOW
- Ask what to do
- Wait until told