



DELEGATION

Jennifer L Johnson, MBA, PhD, FAAPM

 Kelsey-Seybold Clinic®



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

Stickney, F. A. & Johnston, W. R. (1983). Delegation and a sharing of authority by the project manager: Secret Ingredients for Blending American and Japanese Management Technology. *Project Management Quarterly*, 14(1), 42–53.

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?

Stickney, F. A. & Johnston, W. R. (1983). Delegation and a sharing of authority by the project manager: Secret Ingredients for Blending American and Japanese Management Technology. *Project Management Quarterly*, 14(1), 42–53.

DELEGATION

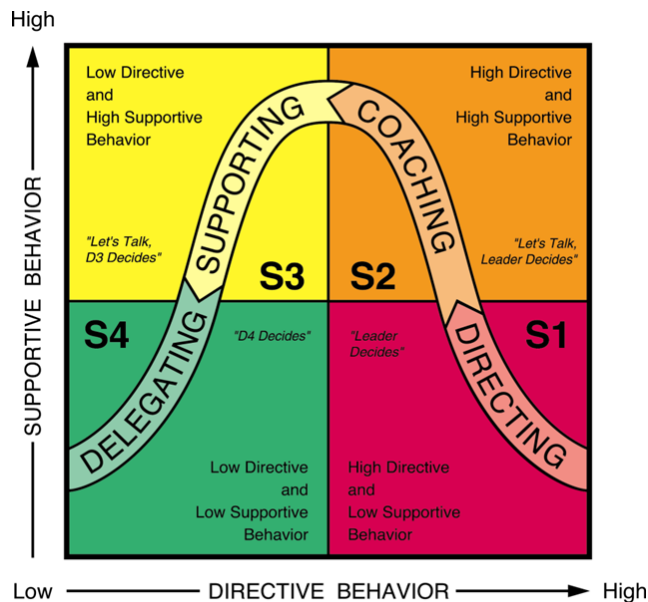
Three distinct, interrelated steps



Stickney, F. A. & Johnston, W. R. (1983). Delegation and a sharing of authority by the project manager: Secret Ingredients for Blending American and Japanese Management Technology. *Project Management Quarterly*, 14(1), 42–53.

SITUATIONAL LEADERSHIP MODEL

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



Hersey, P., & Blanchard, K. H. (1982). Leadership style: Attitudes and behaviors.



DELEGATION

So, why is it so hard???

Requires skillful communication
and building relationships

ASSESSMENT AND FEEDBACK

Use skilled listening and inquiry

Use direct observations
whenever possible

Reinforce successes and
positive expectations

Learning opportunities: errors
and alternative approaches

Demonstrate openness and
non-defensiveness

Express belief in the capacity
for growth and learning

Bickel, J. (2007)

ENDING AN UNSUCCESSFUL DELEGATION

Set stage (compare actual progress and goals)

Be clear (not meeting project's needs)

Characterize it's a mismatch with project needs and individual's skills

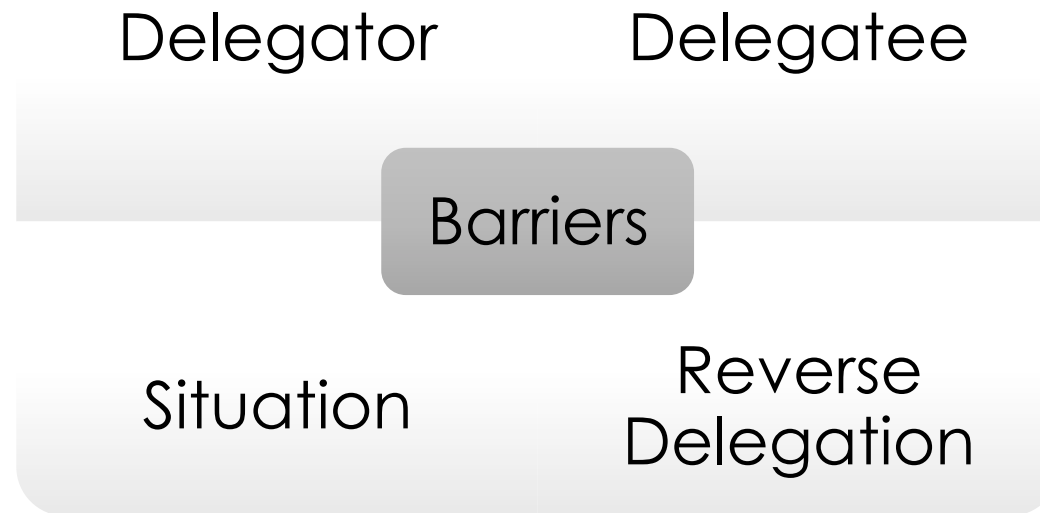
Keep focus on behavior, not the individual

AFFIRM FOR RELATIONSHIP-BUILDING

| | |
|----------------|-------------------------------------------|
| Partnership | “I really want to work on this with you.” |
| Empathy | “It sounds like that was hard for you.” |
| Acknowledgment | “You put a lot of work into that.” |
| Respect | “I so respect your commitment.” |
| Legitimization | “This would be hard for anyone.” |
| Support | “I want to see you succeed.” |

Suchman, A.L.(2018).<http://www.relationshipcenteredhc.com>.

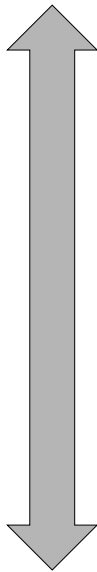
WHY IS DELEGATION SO HARD?



Stickney, F. A. & Johnston, W. R. (1983). Delegation and a sharing of authority by the project manager: Secret Ingredients for Blending American and Japanese Management Technology. *Project Management Quarterly*, 14(1), 42-53.

DEGREES OF INITIATIVE

HIGH



Act on own, report routinely

Act, then advise at once

Recommend, then take resulting action

Ask what to do

LOW

Wait until told

