

THE BENEFIT OF THE DOUBT

Article submitted with permission as excerpts from Project Connections Newsletter and Alfonso Bucero PMI Leader.

Delegating is not an easy task for many managers but remember, never do anything that someone else can do for you, as well or perhaps even better. Delegation begins by determining all the tasks that must be performed to reach your project's goals. Then select the individual or individuals best qualified to handle each duty and empower them to do it. Finally, check results regularly to make sure the productivity goals you have set are being reached or surpassed.

There are lots of excuses some managers give for not delegating: My team members lack the experience; it takes more time to explain than to do the job myself; a mistake by a team member could be costly for my project; my position enables me to get quicker action; there are some things that I shouldn't delegate to anyone; my team members are specialists and they lack the overall knowledge that many decisions require. Other comments you may hear are: my people are already too busy; my team members just aren't ready to accept more responsibility; I am concerned about lack of control over people performance when I delegate; I like keeping busy and making my own decisions, delegating is terrifying to me.

When you delegate, don't think of it as doing the other person a favor. The use of effective delegation will pay off for you, as manager, and your organization in many ways. You will mobilize resources to achieve more results than you ever thought possible. You will have more time to manage your project, like planning, monitoring team members, and handling conflicts and personnel problems, that no one else can do. You will focus on doing a few tasks very well, rather than doing a lot rather poorly.

You will increase your managerial potential. You will have someone trained to succeed you, so you will not be shackled to one particular area. Your entire organization will benefit in many ways. Output goes up, project work may be completed more efficiently, and team members feel free to offer new ideas and suggestions to improve the operation of your agency. Decision making is improved and thus your organization becomes more responsive and competitive in today's marketplace.

Four simple steps for delegation are:

- Define the purpose and importance of the project and the timelines and scope of responsibility,
- Provide necessary authority, resources and support,
- Delegate for results, and
- Review progress and follow-up.

If you want your team's exceptional performance to continue, recognize and reward it. This is a simple fundamental rule of management. The word "thank you" has a cost of "zero dollars".