

## Five Steps to Effective Delegation

### Step 1: What can be delegated?

- What tasks can you delegate? Think about what needs to be done, by when, why it needs to be done and what success looks like (the outcome).
- What is the benefit and cost of the task? As a leader you should be working on things with high impact and that add value. Lower value tasks need to be passed on.
- What are the lines of authority in your schools, and any constraints or rules – what needs to be known?

### Step 2: Who can it be delegated to?

- Who can you delegate tasks to?
- Where possible include them in the process of delegation.
- Explain what the job is, why it needs doing and why them? And think about what's in it for them as well as you?
- Do they have the skills and knowledge and/or what training or support do they need?
- What is their capacity to do this? What might they need to stop doing?
- Where does this fit with their aspirations?
- Deal with any concerns or objections – sometimes it's their confidence (share again why and also successful things they have done previously).
- You need a big YES from those you delegate to – so they have to feel they can say NO!
- Who else needs to know about it?
- It should be win / win – what do you need to do to create this?

### Step 3: How will you delegate?

- Match responsibility with authority – but you retain accountability (so you cannot abdicate to others).
- Involve and coach them – ask what they want.
- Once delegated let them get on with it. Tell them what is needed and leave the how to do it to them? Focus on results / outcomes. What's the likely longer term impact if you interfere, manage by numbers or micro manage?

- When and how will they report progress?
- Delegate as far as practical in your department or school and avoid escalation (for example let teachers see parents and not senior leaders).
- Avoid upwards delegation and taking on work that isn't yours or having it passed back to you.
- Link success to recognition, progression, and reward.

## Step 4: Plan for Review

- Discuss timelines and deadlines and how these are being met?
- Agree on a schedule of checkpoints at which you'll review project or task progress.
- Make adjustments as necessary.
- Plan in time to review any work done.

## Feedback & Support

- Provide feedback - recognition and support.
- Ask 'what went well'? and 'even better if'.
- Ask open questions, listen, provide coaching and training, have regular 1 to 1s and actively discuss their performance and career aspirations.
- Plan for what next?

If you have questions or need support then please get in touch.

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