



DELEGATION

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BE STRONG AND COURAGEOUS



AGENDA

- Introduction
- Why Delegation is Important
- Reasons for not Delegating
- How to be Effective
- Take-aways
- Questions



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INTRODUCTION

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WHY DELEGATION IS IMPORTANT

- Delegation frees time for other activities
 - Leaders have varied responsibilities
 - Leaders are not just thinking about own responsibilities
 - Leader's time is precious
 - If you can delegate, then you should





WHY DELEGATION IS IMPORTANT

- Develops followers
 - Most important responsibility of leader
 - Assists in development of followers
 - Provides opportunities
 - Great training





WHY DELEGATION IS IMPORTANT

- Strengthens organization
 - Motivates subordinates
 - Facilitates trust
 - Increases job satisfaction
 - Develops the organization as a whole
 - Generates fresh new ideas and new approaches





REASONS FOR NOT DELEGATING

- Delegating takes too much time
 - Initial time investment
 - Repetitive/recurring tasks
- Delegation is risky
 - Reduces personal control
 - Career risk?
 - Ensure task is understood, suspenses



REASONS FOR NOT DELEGATING

- I can do it better
 - Subordinates are not trained as well
 - Fear of mistakes
 - Zero defect
 - Subordinate assessment





REASONS FOR NOT DELEGATING

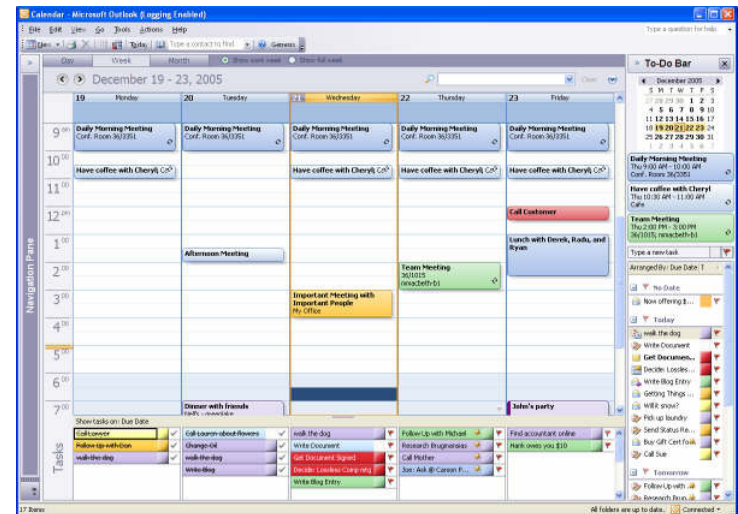
- Desirable tasks
 - Power/Prestige
 - High visibility
 - Developmental gains for subordinates
 - Trust
- Others are busy
 - Guilt
 - Priorities of work





HOW TO BE EFFECTIVE

- Decide what to delegate
 - Identify all activities
 - Estimate time spent on these activities
 - Assess/Identify
- Who to delegate to
 - Talent and experience
 - Do not overburden
 - Responsibility to balance growth





HOW TO BE EFFECTIVE

- Ensure task is clear and specific
 - What does the task involve/expectations
 - Things to cover
 - How does the task fit into the big picture?
 - When does the responsibility start/end?
 - Past ways that the task has been completed.
 - Problems that have occurred in the past.
 - Sources available.
 - Limits of authority.
 - How will you monitor progress?
 - Welcome questions
 - Backbrief

HOW TO BE EFFECTIVE

- Assign what, not how
 - End result
 - Be clear on measures of success
 - Encourage new ideas



- Monitoring of performance
 - Give subordinate freedom to make mistakes
 - Micromanagement
 - Suspenses/specific procedures



HOW TO BE EFFECTIVE

- Credit vs. blame
 - Leaders are responsible for all tasks
 - Leaders accept responsibility for failure
 - Subordinates receive credit for success
- After Action Review
 - Performance feedback
 - What went well
 - What would you change



TAKE-AWAYS

- Delegation = Leaders have more time for specific tasks
- Effective delegation can improve organization
- Saves time in the long run
- Enables subordinates to grow



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QUESTIONS

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