

## Delegation Worksheet

Following is a brief exercise to help determine which of the activities you currently do could be delegated to others. The results of this exercise can be the basis for the tasks and responsibilities you choose to delegate to others.

To determine which of your activities to delegate, use this process:

1. Using the simple grid on the next page, and either a week from your calendar or to-do list (past, current, or future), list all of the tasks, meetings and activities that you are currently responsible for. Then, classify each item into one of three categories:

- You must **retain and perform** this work yourself
- You can **share** this responsibility with others on your staff
- You can **delegate** this to others

Put a simple check mark in one of the three boxes (**retain, share, delegate**). If you happen to think of it, feel free to make notes about to whom you might delegate (or share) this activity, but it's not required at this point.

2. **Examine the tasks you retained.** Are you holding on to anything unnecessarily or simply out of habit? Could you further the development of your staff by appropriately passing along some of these duties?

3. **Recognize that the range of tasks you could delegate is limitless.** To expand your range, review the list you just made to see if you are retaining any of the following kinds of tasks:

- Routine decisions that you make frequently.
- Functions that can cause you to overspecialize (focus on minute details or non-core activities).
- Less complex tasks that may not make the best use of your time.
- Tasks that, if delegated, will increase the number of people who know a certain area or have critical skills related to your operation.
- Any of the piecemeal phases that are collectively needed to solve problems: identification, analysis, issues and alternatives, stakeholder opinions and feelings, solution options.
- Single elements of a complex, multistage project.

Any of these types of tasks might be good candidates for delegation.

