

DELEGATION READINESS

In today's challenging business climate, delegation is critical to achieving higher business results. It is also a key way to develop your people. Both goals are best accomplished when as the leader (agent) you have assessed the readiness of your associate (target) to assume responsibility for a given task. You can use the stages of readiness for delegation described below to assess your target's readiness to assume responsibility for a task and to be clear about your role as the agent. You will be glad you did because you will achieve greater business success and you will be helping your people develop the skills needed to grow to their fullest potential!

Stages of Readiness for Delegation	<p>The degree of the <u>Target's</u> experience and resulting level of task dependence/independence.</p> <p>The degree of <u>Agent</u> involvement and type of participation.</p>
Directing	<p>Target: Not familiar with the task being delegated. Requires a good amount of direction.</p> <p>Agent: Provides the target with hands-on direction and instructions on how to perform the task; monitors progress; directs adjustments; reviews results; provides feedback.</p>
Combining	<p>Target: Has some familiarity with the task. Requires some amount of direction.</p> <p>Agent: Provides the target with clear sense of expected results. Asks the target for input on how to perform the task. Together, the agent and target develop ways to perform the task. Monitors progress; together they arrive at necessary adjustments; reviews results; provides feedback.</p>
Affiliating	<p>Target: Has growing familiarity with the task. Requires little direction. Has experienced success. Develops recommendations for accomplishing the delegated task. Shares recommendations with the agent. Makes adjustments based on agent recommendations. Implements recommendations.</p> <p>Agent: Provides basic direction. Reviews recommendations. Suggests changes. Signs off on recommendations. Reviews results. Provides feedback.</p>
Delegating	<p>Target: Has demonstrated competency in area of delegation. Requires no direction. Understands vision, mission, goals and direction. Implements solutions. Communicates results to agent.</p> <p>Agent: Delegates task to agent. Reviews results. Provides feedback.</p>

