



# AVOIDING DELEGATION

## Introduction

# Objectives



01

**Understanding delegation**

02

**Consequences of non-delegation**

03

**First steps into delegation**

# Content

01

**Definition and Types of Delegation**

02

**Fear to delegation**

03

**Consequences of Non-Delegation**

04

**Time to move into delegation?**



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05

**Start Delegating - Keep it Simple**

06

**Culture of Delegation**





# Definition of Delegation

Process of transferring functions, tasks and responsibility

To execute a function within the common business objective



It seeks efficient execution of management function



Division of tasks improving teamwork



Sharing responsibility for the company's growth





# Types of delegation



## **Total or Partial:**

Decide whether to delegate tasks or to delegate the actual accomplishment of a pre-determined objective.



## **Administrative Delegation:**

Set of tasks that we entrust to other people, often related to the administrative procedures and protocols of companies.



# Types of delegation



## **Functional Delegation:**

Breaking down planned activities, we will be better able to see which of them can be carried out by someone else.



## **Types of Delegation:**

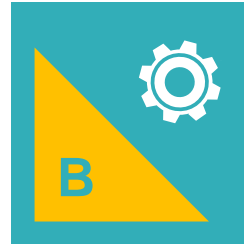
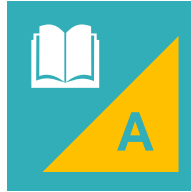
Decide whether to delegate tasks or to delegate the actual accomplishment of a pre-determined objective.



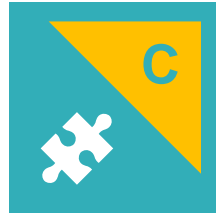
# Fear to Delegation



Loss of Power and  
Control



Economic Investment  
Needed



Education and Training  
Required

Time Investment  
Required



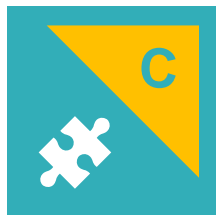
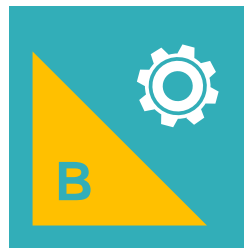


# Fear to Delegation



Over-perfectionism

Insecurity of the  
management team



Lack of purpose due to  
poor communication

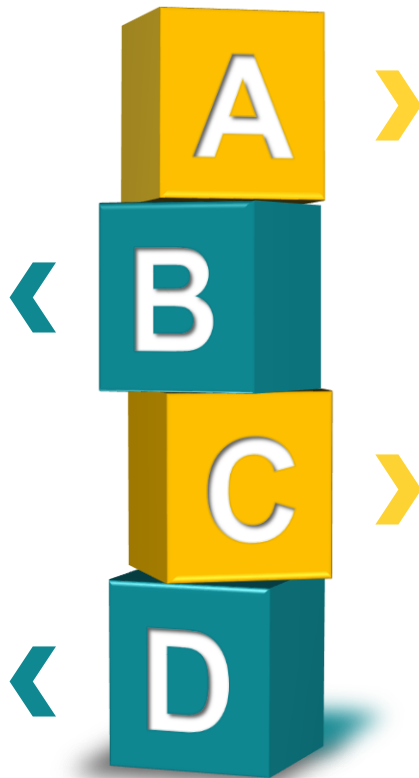
Fear to innovation and  
creativity



# Consequences of no-delegation (1)

Hierarchical, boring  
and uncreative  
organisations

Unmotivated and  
disengaged  
employees



Companies with low  
dynamism and  
bottlenecks

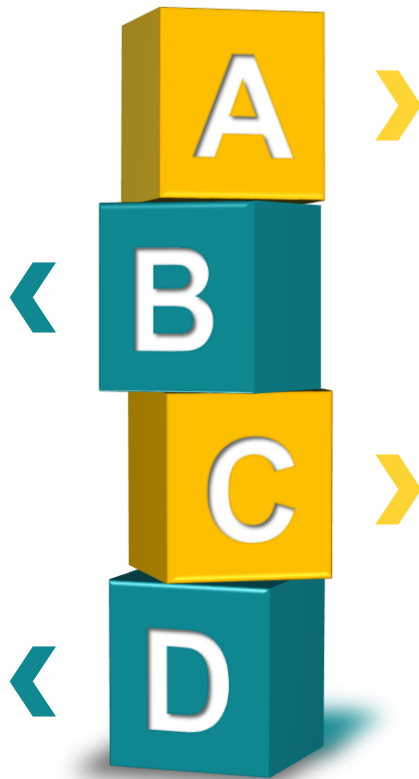
A lack of passion for  
service is conveyed to  
customers



# Consequences of no-delegation (2)



Lack of internal initiative does not create the tension to react to the market



Lack of complicity and good teamwork synergies

Competition with appropriate delegation systems gets differentiated

It penalises constant innovation due to lack of commitment and motivation



# Time to Move into Delegation?



Question	yes/no
Do you take work home on a regular basis?	
Can you expand on the reasons for it?	
Do you take on tasks that your team could take on?	
Why?	



# Time to Move into Delegation?



Question	yes/no
Frequently overrule subordinates?	
Why do you do that?	
Do your unfinished tasks often pile up?	
Do you put aside higher value-added tasks to supervise the work of your team?	



# Time to Move into Delegation?



Question	yes/no
Are you sympathetic to your employees' mistakes ?	
Have you checked if your equipment is working properly without your supervision?	
What's missing?	
In case of temporary incapacitation, can someone cover you?	



# Time to Move into Delegation?



Question	yes/no
In the case of senior managers, do your subordinates in turn delegate to other employees?	
Can you improve the culture of delegation in your company?	
Are your employees inclined to take initiatives in your presence?	
Why?	

# Start Delegating - Keep it Simple

- What task can you delegate today?
  - Administration?
  - Commercial?
  - Financial?
  - Other
- Start delegating without setting time targets to reduce pressure
  - Allow some flexibility into the process
  - Do not add unnecessary stress
  - Do support your employees





# Start Delegating - Keep it Simple

- Delegate tasks where you use your strengths too much
  - Normally you don't want to delegate what you are good at.
- Delegate your team's problems that you are solving
  - Grow in trust to your team and its capacity to manage themselves.





# Culture of Delegation



**01**

Leadership skills among the management team

**02**

Have an efficient set of communication and soft skills

**03**

That the company is committed to training

**04**

Understand that there are tasks that cannot be delegated



# Culture of Delegation

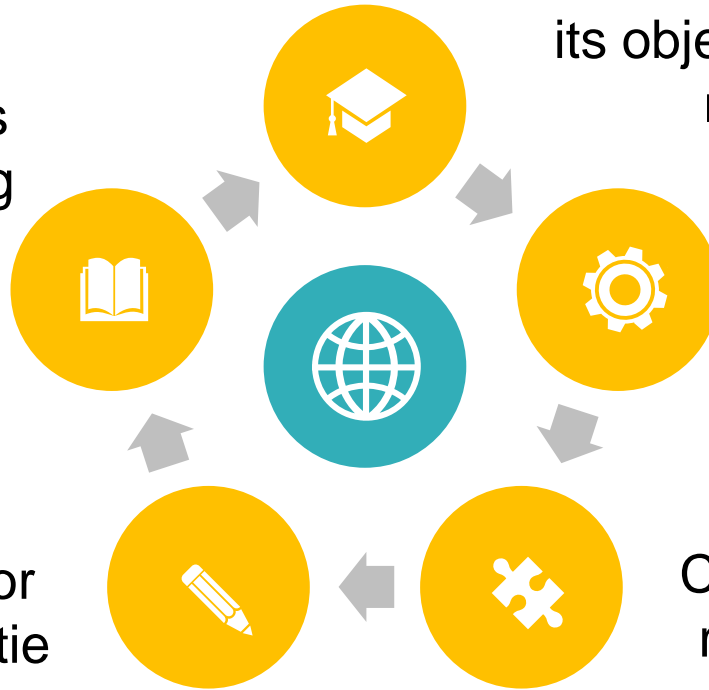
Create complicity by sharing responsibilities between the delegating manager and the person in charge.

Define a complete activity, with its objectives and the means made available.

Know the professional qualities of the workers and choose qualified people.

Communicate the means to be used for monitoring the activities.

Convey the project's role in the business plan.





Thank you

Avoiding Delegation Part 1