



What & When to Delegate . . .

Consider the following factors concerning the *task*, *environment*, *person delegating to*, and *the person who is delegating* when selecting a task to delegate. The more that the characteristics of the task, environment, person delegating to, and person delegating fall on the **right** side of each scaled continuum, the easier it will be to delegate the task and for the employee to *accept* the delegated task with commitment.

Characteristics of the Task

Nature of the Task:	Complex	←—————→	Simple
Desired Outcome:	Fuzzy	←—————→	Clear
Consequence of Failure:	Significant	←—————→	Insignificant
Time Available:	Very Little	←—————→	Ample

Characteristics of the Performance Environment

Environment:	Changing	←—————→	Stable
General Morale:	Low	←—————→	High
Location of Power:	Centralized	←—————→	Distributed
Resource Availability:	Limited	←—————→	Sufficient
Culture:	Entitlement	←—————→	Personal Responsibility

Characteristics of the Person Selected to Receive the Delegated Task

Competence:	Low	←—————→	High
Self-Confidence:	Low	←—————→	High
Workload:	High	←—————→	Low
Attitude:	Why Try?	←—————→	I Can Do It!
Willingness to take Risks:	Low	←—————→	High

[Note: For the *personal* characteristics, if your goal is to develop the *competence* and *confidence* of the individual, you may elect to delegate even when competence and confidence are low.]

Characteristics of the Person Delegating

Degree of Task Ownership:	High	←—————→	Low
Willingness to Let Go:	Low	←—————→	High