

What and 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. Place an **x** on the dotted line for each task, environment, person, and delegator characteristic. Based upon the assessment you give to each of these dimensions, you can make an informed decision as to whether the task you are delegating is the right fit for the person you considering delegating to.

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

[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 the Task

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