

# HOW TO DELEGATE RESPONSIBILITY

## WHY IS DELEGATION NECESSARY?



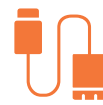
Gives team members necessary growth opportunities.



Lets you devote energy to leadership responsibilities.



Shows you are capable of managing a Sun property.



Helps protect you from stress and burnout.

## WHY DO LEADERS HAVE A HARD TIME DELEGATING?

### You want to keep doing tasks that were part of an old role.

Instead of doing what you were best at, you have different responsibilities that may not match your past experience.

### You engage in perfectionism.

You feel certain you can do it better. Some leaders even compete with their team members without knowing it.

### You think it takes too much time to explain and train.

You believe you are saving time by doing things yourself, but this makes team members more reliant on you to do their work.

### You want to protect yourself.

You don't trust your team to do it well. You might feel anxious having others do work for which you are ultimately accountable.

### You're concerned your team is already working too hard.

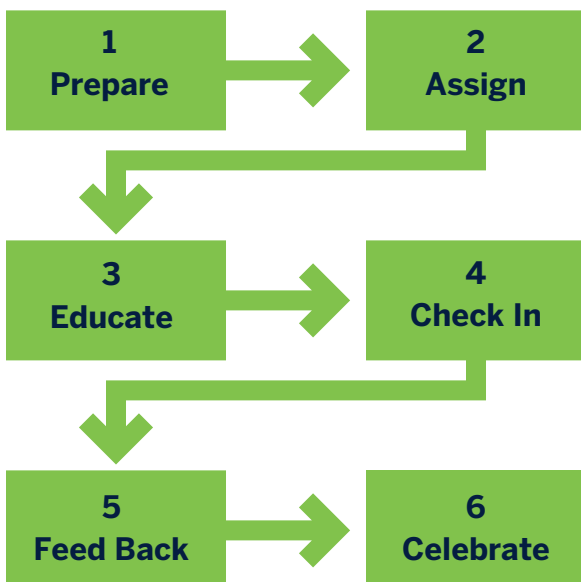
You may be worried that you will overload team members, leading to performance issues and potential turnover.

### You hesitate to give direction.

You don't feel comfortable leading your team. You might be new in role or managing people who used to be peers.

## HOW SHOULD I DELEGATE?

When you delegate, there are six important things you need to keep in mind in order to be successful.



### Prepare

Know the what, when, why, and how so you can explain it to your team member.

### Assign

Choose the right team member. Confirm understanding and commitment.

### Educate

Provide tools, explanations, examples, and resources. Tell the team member where to go for help.

### Check In

Make it easy for the team member to ask questions and share their progress.

### Feed Back

Offer feedback that is clear, honest, and delivered in the moment.

### Celebrate

Always remember to say thank you and recognize team member achievements.

# WHEN SHOULD I DELEGATE?

## KEEP THE TASK WHEN



**No one else is qualified to do it**



**It takes longer to explain than to complete**



**It plays specifically to your strengths**

## BUT DELEGATE IF



**It's a growth opportunity for your team**



**It's a skill the team member needs to learn**



**It's no longer in your job description**

Giving team members meaningful work is part of your job. Stretch assignments empower team members and show that you trust them.

Once your team members learn, they can take tasks off your plate altogether. The investment you make is worth the time saved later.

This is a common challenge for new or recently-promoted leaders. You now spend more time managing work and less time actually doing it.

# TO WHOM SHOULD I DELEGATE?

The factors to consider include:



### Suitability for the task.

What knowledge does the person already have?

What Sun Skills does this person demonstrate?

### Preferred work style.

How independently can this person work?

What does this person want from their job?

### Current work load.

Does the person have time for this task?

What reshuffling of other work is required?

## WHAT TO DELEGATE



Ask yourself, "What work that I currently do would I hand off to my team if I knew it would be completed on time and fully meet my expectations?"

Tasks to team members who have shown particular interest in them.

Tasks that prepare team members for positions Sun needs or will need to fill.

Tasks to team members who could learn new skills by doing them.

Tasks that require skills you don't currently have.

## WHAT NOT TO DELEGATE



Ask yourself, "What work that I currently do would have unintended negative consequences for the team if I handed it off to them?"

Tasks with a significant gap between your expectations and team members skills.

Work that is clearly your responsibility, like major business decisions.

Anything your leader has specifically asked you to handle yourself.

Tasks that are demeaning or too risky for the team member to perform.