
How to get others to do what you want them to do.

Ok this tool won't insure that they do what you want. But it will insure that what you want is clearly communicated. And without that you can bet they won't do what you want.

Use this tool:

- When managing – especially at the lower levels of management.
- When replacing yourself or grooming a replacement
- When you become an Extra-Preneur and leave the premises.

Always communicate WHEN – Someday is not on the calendar. Be specific. Sometimes an hour as well as a date is needed. Don't assume that "In time for me to prepare for my budget meeting" means the same to your delegatee as it does to you. Sometimes it makes sense to ask them when they can commit to having it finished. **If you do nothing else communicate "when".**

Always communicate WHAT – Be clear about what is to be accomplished or you run the risk of someone thinking you are discussing an idea in general, rather than assigning a specific job. Sometimes it helps to limit the scope so the person does not waste time.

Always communicate WHO – although it's often a given. However when the person responsible is not the person doing the work, these should be made clear.

Sometimes communicate STANDARDS – Often the standards are obvious, or defined by the task itself. "Paint this wall green" would fall in that category. But "Research our competitors and get back to me" does not. Another way to explain standards is to define what the outcome should look like (A formal report? A general discussion? To what level of detail?) Spell out as much as required so you won't have to ask the person to re-do it because **you** weren't clear.

Usually communicate FOLLOW-UP – Sometimes you don't need to follow up till the job is done. But then you run the risk that there won't be any time to revise the work. If you need to check before completion, be clear about when and how you'll follow up. It could be as simple as "Stop by on Friday and let me know how it's going" or more formal like "Let's have a status meeting Monday at 10AM to review the outline of the report."

Then **DO NOT** ask about the job before the time you said you would. It indicates distrust.

10-50-90 If the person is new to the type of task, or you aren't confident in their ability or if **you** are new to the delegation concept, then I suggest the 10-50-90 follow up. That means schedule the first follow up when you expect 10% of the job to be finished. For a task you expect to be finished in a day, the first follow up would be in an hour. If the task is expected to take a week follow up in half a day. The purpose of this first follow up is to see if the person understood the assignment (or if you communicated it clearly). If 10% of the job is not done by then, you've caught the trouble in plenty of time.

Schedule the 2nd follow up when you expect 50% of the job to be done. The purpose of this follow up is to see if the pace of the job is appropriate. Sometimes people take too long because they are working to too deep a level of detail, or perhaps they didn't give it a high enough priority. A check at this point will alert you to any problems of speed.

The third follow up – at 90% completion is to catch any last minute snafus while there is still a bit of time left to help.

Never communicate HOW – if you need to communicate how, then you are either training or micro-managing, not delegating. (Training has its place, micro-managing doesn't.)

Is it worth it?

You may think that with so much follow up, you might as well do the job yourself. Perhaps. But then you'll never be able to trust that others are doing the right thing in the right way. And you'll get better at following up quickly as you do it more. Isn't that the job of a manager?

Should you delegate in writing?

The main advantage of a written delegation form is that it forces **you** to be as specific as possible. It also makes a record of what was delegate to whom and when. And it can be used to allow the other person to formally accept or modify the assignment (when that's appropriate). Plus it provides an obvious way to check performance. All this speeds up the process.

The disadvantages are that it takes time at the start of the job (time that's usually saved later on) and that it forces a degree of formality that may not feel right.

The next page includes a form you can use for delegation if you wish to copy it.

Delegated by:		
What is to be accomplished:		
Who is responsible:	Date assigned:	Date Due:
Standards of successful completion:		
Follow ups:		
#1 _____ will follow up with _____ on this date _____ The format will be:		
#2 _____ will follow up with _____ on this date _____ The format will be:		
#3 _____ will follow up with _____ on this date _____ The format will be:		