

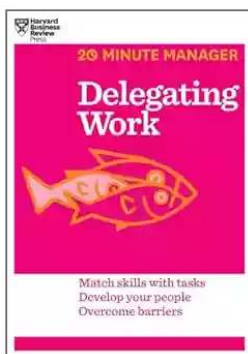
The Art of Delegating Work: Empower Your Team and Boost Productivity - HBR 20 Minute Manager Series

As a manager, your success hinges on your ability to effectively oversee a team and achieve desired outcomes. One vital skill that separates exceptional managers from the rest is the art of delegating work. Delegation not only lightens your workload but also enables your team to develop new skills, foster teamwork, and ultimately increase productivity.

The Importance of Delegation

Delegation involves assigning tasks and responsibilities to your team members, granting them the authority to complete those tasks autonomously. Many managers struggle with delegation due to a variety of reasons, such as a fear of losing control, an inherent belief that they can do the job better, or simply a lack of trust in their team members' abilities.

However, delegating work is essential for several reasons:



Delegating Work (HBR 20-Minute Manager Series)

by Harvard Business Review(Kindle Edition)

★★★★☆ 4.4 out of 5

Language : English

File size : 1253 KB

Text-to-Speech : Enabled

Screen Reader : Supported

Enhanced typesetting : Enabled

Word Wise : Enabled

Print length : 112 pages



- **Effective time management:** By delegating tasks, you free up valuable time to focus on high-priority activities, such as strategic planning and team development.
- **Skill development:** Delegation provides your team members with opportunities to learn and grow, enabling them to strengthen their skills and advance their careers.
- **Increased productivity:** When multiple team members share the workload, projects can be completed more efficiently, leading to higher overall productivity.
- **Empowered team:** Delegation fosters a sense of ownership and empowerment among your team members, boosting their motivation and job satisfaction.

The Delegation Process

Effective delegation requires careful planning and execution. The following steps can guide you through the delegation process:

1. **Identify tasks:** Determine which tasks can and should be delegated. Consider factors such as complexity, urgency, and the development needs of your team members.
2. **Select the right people:** Identify individuals on your team who possess the necessary skills, knowledge, and capabilities to successfully complete the delegated tasks.

3. **Clearly communicate expectations:** Provide clear instructions and set specific goals and deadlines for each delegated task. Ensure that your team members have a complete understanding of what is expected of them.
4. **Grant authority and resources:** Empower your team members by giving them the necessary authority and resources to complete the delegated tasks. This includes providing access to information, tools, and support.
5. **Monitor progress:** Regularly check in with your team members to assess progress, provide guidance, and offer support whenever needed.
6. **Provide feedback:** Once the delegated tasks are completed, provide constructive feedback to acknowledge achievements and identify areas for improvement.
7. **Review and learn:** Reflect on the delegation process. Identify what worked well and what could be improved to enhance future delegation efforts.

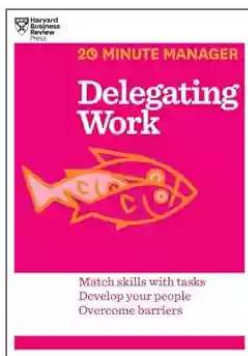
Pitfalls to Avoid

While delegation can greatly benefit your team and organization, certain common pitfalls can hinder its success:

1. **Micromanagement:** Hovering over your team members and constantly intervening not only undermines trust but also inhibits their growth and effectiveness.
2. **Failure to provide adequate support:** Your team members need resources, guidance, and training to successfully complete delegated tasks. Neglecting to provide these can lead to frustration and subpar results.
3. **Choosing the wrong individuals:** Matching tasks with the right people is crucial for successful delegation. Ensure that you assign tasks to individuals who possess the necessary skills and capabilities.

4. **Failure to clarify expectations:** Ambiguity can lead to misunderstandings and confusion. Clearly communicate your expectations and ensure your team members understand what success looks like.
5. **Lack of accountability:** It is important to establish a system for tracking progress and holding individuals accountable for their delegated tasks.

Mastering the art of delegation is an essential skill for effective management. By delegating work, you can not only free up your time but also empower your team members and foster their growth. The Harvard Business Review's 20 Minute Manager Series offers valuable insights and techniques to help you become a proficient delegator. Embrace delegation as a strategic tool and watch your team thrive, achieving greater productivity and success.



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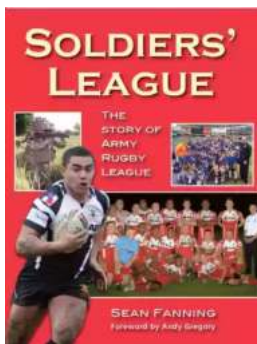


You know you need to delegate some of your work so that you have time to focus on the things that require your expertise. But it's not easy to do. Delegating Work quickly walks you through the fundamentals of:

- Establishing a productive environment

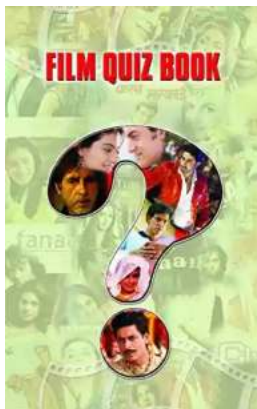
- Assigning the right work to the right people
- Conducting an effective hand-off meeting
- Monitoring without micromanaging

Don't have much time? Get up to speed fast on the most essential business skills with HBR's 20-Minute Manager series. Whether you need a crash course or a brief refresher, each book in the series is a concise, practical primer that will help you brush up on a key management topic. Advice you can quickly read and apply, for ambitious professionals and aspiring executives--from the most trusted source in business. Also available as an ebook.



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