

Mini questionnaire Output report

Delegation Styles Profile



Thursday, 10 June 2010

Delegation Style Profile

Introduction

If every person had the time, energy and ability he or she could potentially do everything themselves in business (or in life in general for that matter). In such circumstances, there would be little need for teams (or people to need to work together or share workload) and the need to delegate would not exist. However, in managerial life in particular, we are often time-starved, and over-stretched in terms of the volume of the work that we are asked to do and frequently lack the knowledge or experience to perform every task well. As a result, we have no choice but to engage in some delegation. We should consequently try to engage in the practice in the best way possible. Of course, avoiding any kind of delegation is not a style at all, and we are only therefore concerned with individuals who make an attempt to do so.

At face value at least, delegating a task or project should be a relatively straightforward affair. We simply assign a task to a given individual or team, we agree on some kind of milestones and measurement system, we monitor progress and, finally, we offer feedback to the individual when the task is complete. However, the ways in which we engage with people in each of these four steps (and sometimes all of them) can be quite different. At one end of the spectrum, a task may be completely delegated and there is little or no involvement in the work until it has been completed (which is often called "abrogation" rather than delegation). At the other end of the spectrum, a task or project may be delegated in name but not in practice. In other words, involvement in the work, by the delegator, can remain relatively high, and the person to whom work has been delegated can feel that he or she has been left with very little room to do the job as he or she sees fit.

Although we may approach each opportunity to delegate in a different way every time, most people do so in quite consistent ways. As such, we can use a number of broadly helpful categories, which describe a particular style or approach.. These are the styles of being Controlling, Tentative, Participative and Collaborative. Each of these styles can be adopted by individuals when delegating work of any kind. This profile briefly explains each of these styles and reveals which one you (as an individual at least) tend to utilize the most.





Delegation Styles Answers

(Sorted in descending order of priority)

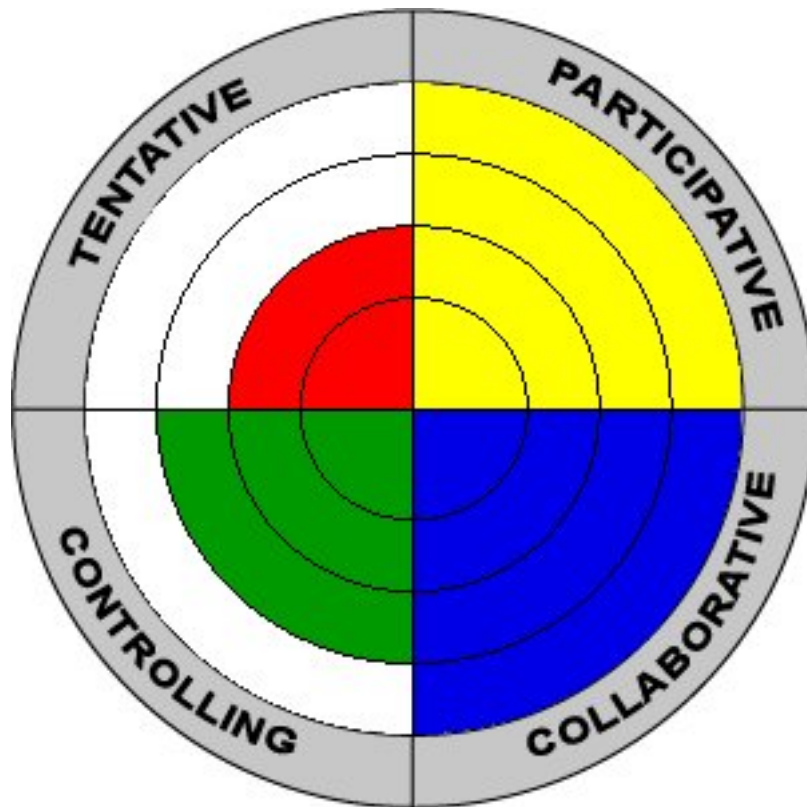
The following chart shows the choices you made in completing the Delegation Styles questionnaire, in descending priority order, as well as the score that has been subsequently assigned by the system.

The color of the text indicates the category each question belongs to (the colors correspond to the four style types indicated in the key below).

1. I like to look for individual strengths and delegate important tasks that I know will be challenging to the person concerned
2. I talk to individuals about their relative skills and interests as a basis for discussion about future workload handling
3. I like to delegate but I worry about whether people have the skills and time to do the work well
4. If a task that I have delegated is likely to fall short of a target or to be late I step in to help
5. I trade tasks with others delegating work to them that they would do well and taking work of theirs that I would do well
6. I like to delegate projects to 2 or 3 people to work together and help each out when they encounter any problems
7. I delegate tasks from time to time but stay close to the individual involved as much as I need to
8. I offer detailed instructions or guidance and watch people carefully when I delegate work
9. I give people the room to do a delegated task as they see fit but stay around for advice if its needed
10. I often ask people if they would like to be involved in some delegated tasks
11. I occasionally get involved in a delegated task if I see a person does not have a lot of confidence
12. I delegate small and relatively minor tasks from time to time
13. I work with individuals to discover what they feel that they are capable of handling
14. I check in on people frequently when I have delegated a task or project
15. I tend to delegate to people when the task is clearly defined and well within the individual's ability to handle it
16. I tend to delegate to people as a last resort when I can't do a task or project myself

- | | |
|---|---------------------|
|  | Tentative Style |
|  | Controlling Style |
|  | Participative Style |
|  | Collaborative Style |

Delegation Styles Grid



Dominant Style: Collaborative Style

Individuals with a 'Collaborative' delegation style are likely to make a much more careful assessment about the individuals who will benefit from delegated work and then offer tasks to each person on a selected basis. This will often mean much closer collaboration with each individual at the early stages, to help determine how much confidence he or she has about the task, and then collaborating subsequently as much or as little as necessary. The downside of this approach is that some individuals may feel more favored than others for delegated tasks.

Different Delegation Styles

People may utilize several Delegation Styles in different situations and to achieve a variety of different outcomes. The following descriptions therefore briefly explain the basic characteristics of each of the four Delegation Styles:

Tentative Style

Individuals with a 'Tentative' delegation style are likely to be more frequently willing to delegate tasks or projects to others but may have several reservations. These reservations may extend to experience, capability or quality and can mean that it takes longer to delegate a task or that only part of a task is actually offered up. The downside of this approach is that the feelings of reservation are often visible for others to see. This does little for the confidence of the person to which the work is to be delegated and he or she may even question the value for starting the task at all.

Controlling Style

Individuals with a 'Controlling' delegation style are likely to give any tasks or projects to others on an occasional basis. However, when they do so, they often strongly supervise it so that they can potentially better control the quality of the input effort and the amount of time that the work takes to complete. The downside of this approach is that the supervision of work effort can be overdone with individuals feeling "micro-managed" and even not fully trusted to perform the task or project by themselves.

Participative Style

Individuals with a 'Participative' delegation style are likely to delegate work frequently as a prime means to help individuals to work in teams and to experience different tasks to which they may have had little or no previous exposure. This means that this style will like to stay involved closely with the person to whom the work is delegated. The downside of this approach is that not every delegated task lends itself to teamwork and the individual may not appreciate such close participation having been asked to work on a delegated project.

Collaborative Style

Individuals with a 'Collaborative' delegation style are likely to make a much more careful assessment about the individuals who will benefit from delegated work and then offer tasks to each person on a selected basis. This will often mean much closer collaboration with each individual at the early stages, to help determine how much confidence he or she has about the task, and then collaborating subsequently as much or as little as necessary. The downside of this approach is that some individuals may feel more favored than others for delegated tasks.

This mini questionnaire or profile is a simple version of the diagnostic survey and measurement tools that are available on the www.profiles-r-us.com web site. Full profiles have considerably greater depth and detailed information and an extensive output report, often running to more than 30 pages.