

Delegation – A Key to Success

- CA Madhukar N Hiregange



Do I work from any of the following notions?

1. They are already burdened – do priority exercise/ QIII
2. Fear of failure – everyone fails – out of that come real growth
3. Too much time needed for training & grooming the junior
“It would take longer to explain, correct than doing it myself” - -ive thought
4. My juniors do not have competence, ability or initiative – Is this true?
“The last time I had to redo the whole job”
5. Let me complete what I am doing then will see- postponing
6. Deep down, I want to be indispensable to the organization
7. Low self esteem - Nobody should overtake me more

Do I work from any of the following notions?

Working from *Lack Instead of Abundance (Positivity)* - google

- ✓ Today's youth ONLY want fast results – not disciplined/ committed
- ✓ Smart alecks need to be put in their place. (even if super efficient)
- ✓ Dwarfs appointed who are unlikely to question/ overtake me
- ✓ Juniors not motivated – output not of as good quality over time
- ✓ Overloaded – spreading thin - working more – burnout?
- ✓ Stressed out – looks like a downward spiral
- ✓ Limited growth stuck in QI (crisis/ emergency) of the *productivity quadrant* - google

Advantage for Growth Oriented Professionals

- Releases time for higher level work/ development – self actualisation
- Develop empowered professionals over time – creating leaders
- Quicker response time- delight clients - consequently more work
- Wonderful morale booster for the articles/ bright qualified – to be their better self
- Attract ambitious talent – opportunity to learn/ experience & grow
- Building the 2n line/ successor
- Improved efficiency as using strengths of others which we lack
- Build trust and cohesive teams
- Leave a legacy for ethical contributing professional firm
- **4 Ws – win for delegator, for his organization, for the delegate, for the client**
- .. more

Possible way forward..

1. Be clear on growth plan/ goal in inclusive way – Declare/ share
2. Keep higher level analysis needing study/ analysis + performance review + One to one relationship with key people for self
3. B/ C category work – allot based on strength of individual – goal alignment
4. Provide adequate training [15%] – access to knowledge – to enable at least 70%
5. Communicate clearly outcome/ deliverable – timeline – provide space
6. Structure to monitor progress- step in to support/ guide
7. Be prepared for a few failures – give genuine feedback – course correction
8. Give credit – especially that resource is providing opportunity for you & firm to grow

Some finer points

- i. Start by believing – 75% want more responsibility
- ii. Be prepared to let go – the delegate overcoming me is my best validation
- iii. Managers/ partners to have world view/ broader ambitious horizon – the world is the canvas on which you can paint your footsteps
- iv. Delegate challenging tasks – smaller level work by juniors/ other staff.
- v. Initial hand holding / monitoring/ guidance – reduce – hands off (only final vetting by senior) once no correction- stop that too.
- vi. Automate for enabling routine jobs – faster access to distilled info
- vii. ... many more.

THANK YOU
FOR YOUR GENEROUS LISTENING.
MADHUKAR@HIREGANGE.COM

***Reflect & then Delegate
- to be Surprised***

