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HAMILTON BRADSHAW
Investing in people with passion

There are big advantages in learning how to delegate

Ask James



James Caan

Dear James,
HOW can I delegate effectively? I have a huge workload but I don't want to give out projects unless I'm sure they will be done properly.
Tracy

DELEGATION is one of the most critical parts of any manager's skill set – but it is one a lot of managers ignore, particularly in the early stages.

No one can do all that is needed to run an organisation on their own. The more you delegate, the more time you have to think about strategies for developing the business.

Owners and managers always have a clear vision about where they want the business to go. Make sure you have spent plenty of time explaining this to your staff. You will then find it easier to reduce your workload.

Each employee has strengths and weaknesses; analyse these and pick the right people for the right projects. Your instructions should be clear and concise. When tasks are not done properly, it is often the fault of the person delivering instructions.

This happened to me many times early on in my career. Quite often I would get annoyed because I felt that people had not done what I told them to. It was only when I looked properly at the delegation process that I realised the mistakes I was making.

I now have a well-planned structure of what needs to be done. Put this in

writing so it is easy to refer to – and have regular recap sessions to make sure things are going to plan. Take on board any feedback – improvements can always be made.

Another advantage of delegating is the effect on staff morale. Knowing your employer has trust in you can be a real motivator, and you will find it spurs people on to greater heights. When a task has gone well, make sure you communicate this to them.

■ *James Caan's The Business Class airs on CNBC at 10pm next Monday.*