

Notes on Delegation

R.A.R.E. is a formula to work with.

R. Stands for Result.

The first aim in delegation is to sell the required result, or align the person or people involved with the leader's vision. Firstly sell "WHY" ~ Why this is important to the business and their team and them in particular. Secondly sell "WHAT" ~ Be clear about what has to be accomplished and what "done" looks like. Then sell the "WHEN" ~ Be clear about when they need to start this project or task and when they must finish. Remember to work with the S.M.A.R.T. formula in developing any goals or required results.

A. Stands for Ask.

Ask the individual or team to think about how they would go about accomplishing the required result. Set a time limit by which they will return to discuss their written plan with you. With some small-scale requests they could give you their plan verbally there and then.

R. Stands for Review.

Review their written plan with them. Get them to talk you through it. This gives you insight into their thinking, what their capabilities are, what attitude they have about themselves and this request. It also tells you the gaps in their thinking, which identifies opportunities for you to coach them directly or through training. Fine-tune their plan, keeping as much of their ideas as possible, fill in any gaps and raise through questions any problem areas. Invite them to suggest how they and you can share unbiased information to track progress and how often they would like to evaluate progress with you.

E. Stands for Evaluate.

Follow up progress with an evaluation of unbiased factual information. Develop a simple, zero effort way you can both keep up to date with the overall progress. Consider using ~ **Green** ~ **Yellow** ~ **Red** ~ signals on a weekly basis.

- **Green** = on target
- **Yellow** = we have had problems but will hit target
- **Red** = we will not hit target

A review conversation is then only needed when you receive two consecutive yellows or one red. Meet and discuss the answers to following four questions.

- What is working?
- What is not working?
- What is frustrating those involved?
- What is missing?