

## DELEGATION DISCRETION:

1. An important measure of a leader's own success is the success of others.
2. The strength of a leader is measured by the ability to facilitate the self-leadership of others—not the ability to bend the will of others to the leader's.
3. Those women to whom we delegate authority are going to want to do their best jobs in their own way. These are characteristics we want and should encourage.
4. The short-term expectations of the leader can be too demanding. The delegatee must be provided with the opportunity to learn from mistakes. *(To what degree can we tolerate failure?)*
5. People don't want to be managed. They want to be led.
6. The key is to delegate gradually. If you present someone with a task which is daunting, one with which she does not feel able to cope, then the task will not be done and your delegatee will be severely demotivated. Instead you should build up gradually; first a small task leading to a little development, then another small task which builds upon the first; when that is achieved, add another stage; and so on. This is the difference between asking people to scale a sheer wall and providing them with a staircase. Each task delegated should have enough complexity to stretch that person – but only a little.
7. When you delegate a job, it does not have to be done as well as you could do it (given time), but only as well as necessary. When you delegate a task, agree upon the criteria and standards by which the outcome will be successful.
8. Tasks you should keep for yourself include motivation, training, team building, organization, praising.
9. Our own ability to accomplish work is not the solution but is the limiting factor.
10. Capitalize on the abilities, strengths of your people and you will be more successful yourself. Believe in the people with and for whom you work. People will think the world of you for thinking they can be better than they ever dreamed they could be.