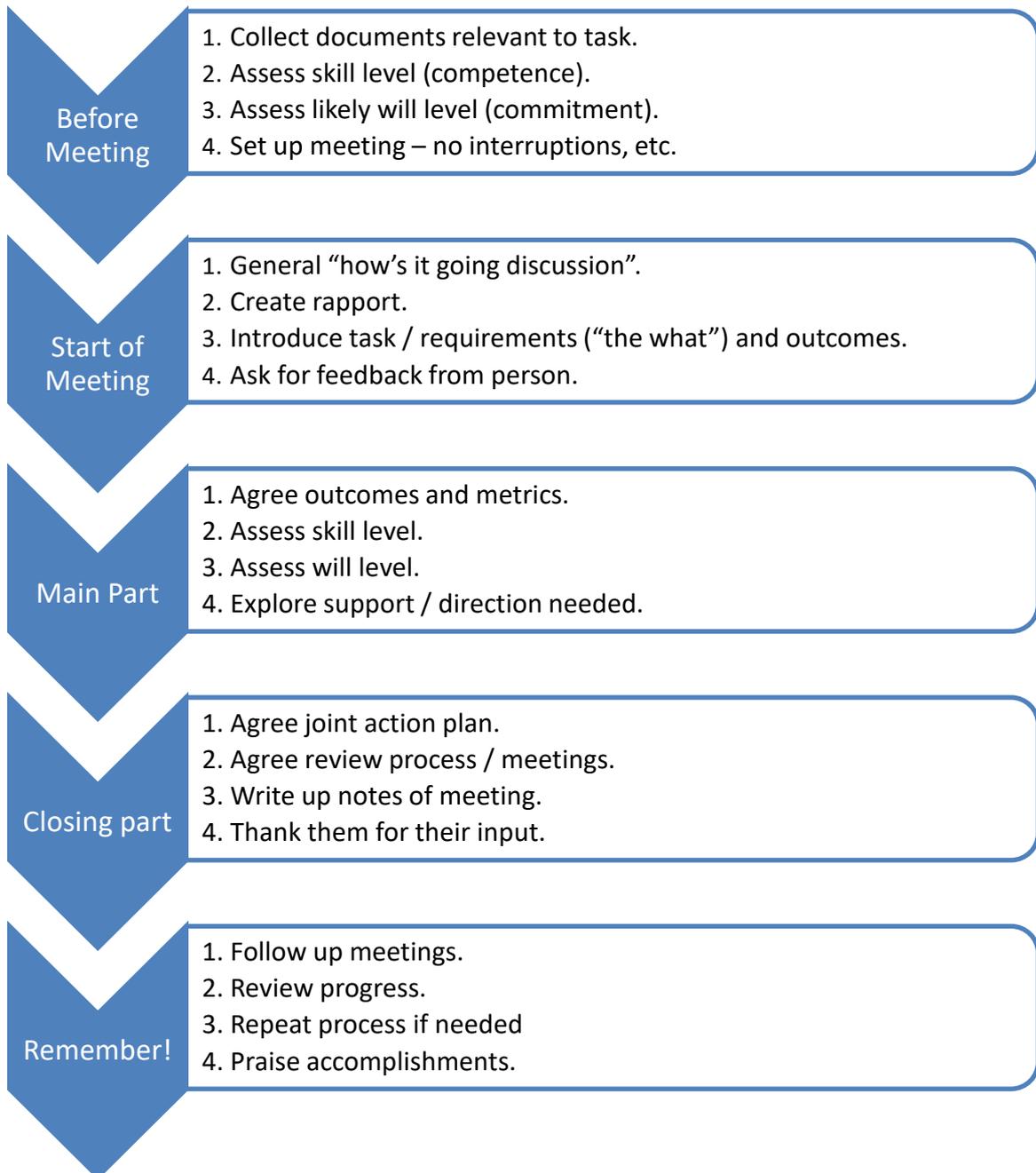# Delegating well using the Skill/Will Interview Process

This tool helps you to delegate effectively and ensure you both get the satisfaction of a job well done. It is based on the framework Situational Leadership developed by Hersey and Blanchard. Part 1 gives you a structure to use as an aid memoire. Part 2 gives you questions to enable you both to get clarity on mutual expectations – for the task, support needed and how to communicate on progress.

Before Meeting
1. Collect documents relevant to task.
2. Assess skill level (competence).
3. Assess likely will level (commitment).
4. Set up meeting – no interruptions, etc.

Start of Meeting
1. General "how's it going discussion".
2. Create rapport.
3. Introduce task / requirements ("the what") and outcomes.
4. Ask for feedback from person.

Main Part
1. Agree outcomes and metrics.
2. Assess skill level.
3. Assess will level.
4. Explore support / direction needed.

Closing part
1. Agree joint action plan.
2. Agree review process / meetings.
3. Write up notes of meeting.
4. Thank them for their input.

Remember!
1. Follow up meetings.
2. Review progress.
3. Repeat process if needed
4. Praise accomplishments.

High Quality Questions to ensure effective delegation

These are set out in six areas and give you options to choose from. Pick the ones that best reflect your style. You might like to add some of your own.

Questions – Assess Skill Level

1. What experience do you have of this kind of project?
2. Have you ever done anything like this before?
3. How well do your undoubted skills match up to this task?
4. What will be the hardest part for you?
5. If there were a problem area, what might it be?

My ideas:

Questions – Assess Will Level

1. How does this project grab you?
2. Is this something you feel you can commit to?
3. How confident do you feel about taking this on?
4. On a scale of 1-100, where 1= "not worth getting out of bed for" and 100 – "I would die for this project" how do you feel?
5. What are your feelings about this?
6. Is this something you feel confident in doing?
7. If you had any concerns about this project, what would they be?

My ideas:

Questions – Agree Outcomes / Metrics

1. How will we measure our success?
2. How can we report our progress to senior management?
3. How can we get visibility on the project in terms of results / progress?
4. What will tell us whether we have been successful?
5. What measures (metrics) could we use to achieve this?

My ideas:

Catalysts for change

www.eye2eyedev.com

Questions – Explore Support / Direction Needed

1. What help do you need from me?

2. What help do you need from elsewhere?

3. Do we have all the technical skills / information we need? Who else should we involve?

4. Who could help us with this problem? Who might have cracked it already?

5. Who do we know who is good at this? Where would we find them (the answer)?

6. What information / further guidance do you need?

7. How could we achieve that? What would help?

8. What approaches have you considered? Are there any others we are missing?

My ideas:

Questions – Agree Actions

1. What are the next steps? For you? For me?

2. How should we review progress on this project?

3. How often should we meet? When? Let's schedule the dates now.

4. Has this been useful for you? (It certainly has helped me).

My ideas:

Questions – Review Meeting

1. How is it going? Are we on target?

2. What is still holding us back? What still has to be done?

3. On a scale of 0 = nothing done, to 100 = fully complete, how much progress have we made?

4. Are you happy with progress to date? (Probe the answer).

5. What needs to happen for us to get back on track? To do even better?

6. What do you think we should do next?

7. How can I help? What support do you need form me?

8. How can we……………………………….? (insert desired outcome)

My ideas:

With thanks to Laura Lewin of Talent Catalyst who introduced me to this framework.

alyse@eye2eyedev.com   07760176777
uk.linkedin.com/in/alyseashtoneye2eye

Feel free to print or forward this resource in its entirety, and please ensure you include the Eye 2 Eye Development logo and authorship when doing so. Thank you!

Catalysts for change
www.eye2eyedev.com