



Australian Government
Australian Taxation Office

ATO culture and leadership

We will lead by example embodying the culture to which we aspire

Make it happen: delegate

We recognise that leadership is not a feature of seniority and should be practised at all levels, particularly by those who manage people. While structure remains necessary for management and governance, we want to empower our people in day-to-day operations.

We will trust our people to do their jobs and take on more responsibility.

How to delegate:

The following tips can help us learn how to delegate effectively.

- › **Know your people:** everyone has strengths and weaknesses. Wherever possible, play to people's strengths. Ensure you match the responsibility you assign with a person's authority and capability. Don't delegate something you are not willing to do yourself.
- › **Be specific about the task:** describe the context and the expectations and offer people the opportunity to ask questions about what is being asked for. Describe the end product and the deadline.
- › **Remain responsible:** always remind your people that you will take full and final responsibility for the task assigned.
- › **Empower your people:** the more you trust and support your team, the quicker people will learn and step up to expectations.
- › **Be patient:** acknowledge that for some people, delegating may create uncertainty and fear of not getting it right. Keep connected with people as they progress the task assigned without getting in their way.
- › **Don't micro-manage:** give your people space to have a go at the task assigned. Keep your initial feedback general and let people continue to shape their products into a final iteration.
- › **Let it go:** let your people send their work up the line with their signature; as long as you have been involved, it's okay to be copied into work being escalated.
- › **Give people feedback:** let people know what others thought about their work. It's important for everyone to know how it was received. Ask your people what they thought about the delegated task and how it felt for them.
- › **Don't make excuses:** give it a go. Time pressures, the desire to do something right the first time, needing to provide your own value are not excuses. Always ask yourself what is it that you are doing that could be done by somebody in your team at the most appropriate level.