

Delegation simply may not work.

ather than whether or not to delegate, the practical issues that growers, ranchers, and supervisors face are what to delegate, to whom, when, and to what extent. The what, to whom, and when questions largely depend on task characteristics. Implementation of all delegation decisions can be supported with job descriptions, policies, and training.

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Complexity	Frequ	iency	
	One-time	Repetitive	
Low	 A • take that box to the house pick up sales agent at the airport tell Dad I'll be back late 	 B • check the tractor fluids milk the cows reorder when supply dips 	
High	 C • create a safety program • design a new field pack machine • teach her how to drive 	 D • develop the ranch budget maintain the combines mix/apply the right herbicides 	AG HEL WANTE