

DELEGATION 101

Why Delegate?

Contrary to popular belief, being a leader does not mean you must do every task to ensure it is done properly. Being a leader includes empowering others to improve the overall organization, as well as providing the necessary tools to optimize the performance of the group. Empowering typically comes through delegating responsibilities to fellow club members. As more members get involved (and take ownership of projects) the more effective your organization will become.

Phases of Delegation

Phase I: Preparation: establishing the goals of the delegation, specifying the tasks that needs to be accomplished and deciding who should accomplish it;

Specify the job to be delegated:

Results expected.

Materials, resources, and information needed.

Relevant policies and procedures to be considered.

Time frame for project.

Others involved in project (suppliers, others doing part of the work)

Decide to whom the task will be delegated:

Consider members abilities, knowledge, interests, experience, attitudes, confidence, and developmental goals.

Consider members current workloads.

Consider the types of tasks and/or projects that members are currently work on.

Phase II: Planning: meeting with the chosen member to describe the task and to ask the member to come up with a plan of action;

Explain the reasons for delegating to this person.

Describe the project clearly (results expected and so forth), including how the project fits into the larger scheme of things. Ask the member to prepare a plan of how the job could be accomplished and to specify what obstacles he anticipates as well as ways to avoid, or deal with, these obstacles.

Establish a meeting time to discuss the member's ideas and determine how long the meeting will last.

Arrange for the meeting to take place in a non-threatening location.

Phase III: Discussion: reviewing the objectives of the task as well as the member's plan of action, any potential obstacles, and ways to avoid or deal with these obstacles;

Discuss the member's plan of action and ways of overcoming potential obstacles.

Specify the resources that will be made available and make any necessary introductions to others who will be involved in the project.

Tell the member how much authority you will confer.

Discuss how much follow-up to expect; establish checkpoints.

Emphasize the member's responsibility for the outcomes.



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Phases of Delegation cont.

Phase IV: Audit: monitoring the progress of the delegation and making adjustments in response to unforeseen problems;

1. Make sure that needed materials, resources, and so forth are available to the member.
2. Discuss problems and progress at designated checkpoints and/or as needed.
Offer encouragement; do not revoke the delegation or begin to perform certain elements of the task yourself.

Phase V: Appreciation: accepting the completed task and acknowledging the member's efforts.

1. Do not accept unfinished, inaccurate, unprofessional, or off-target work.
2. Show an interest in the results; reward the member for achievements.
3. Accept your own accountability. Do not blame for less-than-satisfying results for which you may be responsible.

Review the delegation process and what has been learned.

When delegating, there are seven important points to keep in mind:

Unless the committee chair or project manager can visualize and articulate what he wants in terms of results, the process will fail.

The committee chair or project manager must stretch the capabilities of his committee; repeatedly assigning the same jobs to the same people because they do them well does not help people develop.

The committee chair or project manager must let the chosen member know how the assigned task fits into the organization's or event's objectives and to what extent the member is empowered to act on behalf of the organization. Without this go ahead, it is difficult for the member to make independent decisions.

The delegation should never be revoked; doing so undermines what a committee chair or project manager wishes to establish; initiative.

The committee chair or project manager should never accept unfinished or unsatisfactory work. By doing so, you are sending the message that you are content with mediocre work.

Completed work should be evaluated against the results that the committee chair or project manager wanted to achieve, not against the way in which they would have achieved them.

A satisfactory outcome should be recognized. Many delegations fail because hard work goes unappreciated and forgotten. At the very least, the appreciation of a successfully completed task should be rewarded with the change to be given another challenging task at another date.

Some Common Reasons for not Delegating

- Insufficient time
- The perception that the job is too important to take risks
- One's belief that he/she can do the job best alone
- Lack of confidence in other members
- Desire to maintain control
- Fear that another member may do the job better than the initial person
- Not enough assistance from others



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