

# Delegation

## Why Delegate?

Delegation is a responsibility you owe to yourself, to those you work with and to your organization. A leader cannot do everything for an organization. There are only so many hours in a day and only so many tasks one person can do. Besides, an uninvolved member soon becomes an apathetic, unmotivated member who most likely drops out of the group. A good leader learns to use the skill of delegation to help her/his organization to its fullest potential by involving members in ways that challenge and stimulate them.

## Benefits of Delegation

### For Leaders:

- Allows time for planning and organizing
- Allows time for non-organizational pursuits
- Provides insights for how to work with and develop others
- Builds trust
- Enables leader to work smart and not hard
- Encourages open communication
- Motivates members to get involved
- Builds self-esteem in the leader and in members
- Encourages creative problem solving
- Stimulates initiative
- Trains future leaders
- Builds morale
- Facilitates communication
- Stimulates creativity
- Allows all members to contribute significantly

### For the Club/Organization:

- Builds team enthusiasm
- Opens new avenues of creativity
- Helps increase productivity
- Improves overall efficiency and effectiveness
- Lets members feel like they are active participants and not grunt-workers

## Four Leadership Attributes Needed for Delegation

- A leader must be receptive to other people's ideas
- A leader must accept mistakes as part of the learning process
- A leader must forego the luxury of losing his/her temper
- A leader must exercise self-restraint

## Five Ways to Delegate

- Appoint someone
- Assign it to a committee
- Ask for volunteers
- Break up the job into parts and spread the work to a few people
- Find out members' interests/skills/time commitment, then find a task to suit them



## Obstacles to Delegation

### Leaders will not delegate because:

- "I can do it better and faster myself."
- They do not know which tasks to delegate.
- They are afraid people won't like them if they ask for help.
- They lack confidence in the member's ability.
- They fear a loss of control.
- They are unwilling to let members make decisions and be held accountable for those decisions.
- They enjoy doing the tasks themselves.

### Members will not accept delegation because:

- It's easier to ask the leader than to make a decision by themselves.
- They do not feel empowered to use their authority.
- They lack the resources and necessary information to do the job.
- They lack self-confidence.
- They feel the incentives are inadequate to motivate them.
- They fear criticism for mistakes!

### Delegation Can Fail When:

- The process is incomplete: responsibility for the results have been distributed without granting sufficient authority to complete the task or making that member accountable.
- Incomplete or ineffective communication: the leader thinks that he/she has delegated a task, but the member is unaware that responsibility has been delegated to him/her.

## Five Steps in the Process of Successful Delegation

- Policy guidelines must be clearly stated.
- Jobs must be defined.
- Members set and agree on the goals. "People support what they help to create."
- Establish two-way communication between the leader and the member.
- Create feedback systems through effective meetings.

### Caution!!!

- Don't overload any one person.
- Spread the responsibilities so everyone's involved.
- Don't delegate only those tasks you dislike or that are very simple.
- Don't overlook the need to constantly train your members.
- Don't look upon delegation as a sign of weakness.

