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.