

Why Delegate

Delegation is an ethical responsibility you owe to yourself, to those with whom you work, and to your organization. A leader cannot do everything for an organization. There are only so many hours in a day and 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 his/her organization develop to its fullest potential.

Benefits of Delegation

Leaders

- Allows time for planning
- Allows time for organizing
- Allows time for non-organization pursuits
- Teaches valuable lessons in how to work with and develop others
- Builds trust
- Enables the leader to multiply him/herself
- Enables leader to work smart, not hard
- Encourages open communication

Members

- Motivates
- Builds self-esteem
- Encourages creative problem solving
- Stimulates initiative
- Trains future leaders
- Builds trust
- Builds morale
- Facilitates communication
- Stimulates creativity
- Allows significant contributions

Organization

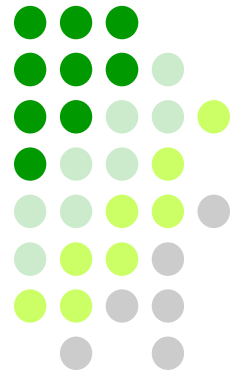
- Promotes perpetuation
- Opens new avenues of creativity
- Promotes increased productivity
- Improves overall efficiency and effectiveness
- Creates team enthusiasm

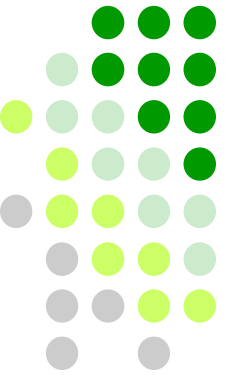
Caution

- Don't overload any one person
- Don't delegate only those tasks that 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

Five Steps for Successful Delegation

1. Policy guidelines must be clearly stated
2. Jobs must be defined
3. Goals must be set and agreed upon by members. “People support what they help to create.”
4. Two-way communication must be established between the leader and the member.
5. Feedback systems must be established, through effective meetings and during the “in between meeting times.”





Thirty Rules for Getting Things Done Through People

1. Make the people in your organization want to do things
2. Study your organizations' membership and determine what makes each member tick
3. Be a good listener
4. Criticize or reprove constructively
5. Criticize or reprove in private
6. Praise in public
7. Be considerate
8. Delegate responsibility for details. (You are not a leader if you do not delegate!)
9. Give credit where it is due
10. Avoid domination or "forcefulness"
11. Show interest in and appreciation of the other person
12. Make your wish known by suggestions or requests
13. When you make a request or suggestion, be sure to tell the reasons
14. Let your membership in on plans and programs even when they're in an early stage
15. Never forget that the leader sets the style for his or her people, be a good role model
16. Play up the positive
17. Be consistent
18. Show your people that you have confidence in them and that you expect them to do their best
19. Ask your organization's membership for their counsel and help
20. When you're wrong or make a mistake, admit it
21. Give courteous hearing to ideas from your organization's membership
22. If an idea is adopted, tell the originators why
23. Give weight to the fact that people carry out their own ideas best
24. Be careful of what you say and how you say it
25. Don't be upset by moderate grouching
26. Use every opportunity to build up in members a sense of importance of their work
27. Give your people goals, a sense of direction, something to strive for and to achieve
28. Keep your people informed about matters affecting them
29. Give members a chance to take part in decisions, particularly those affecting them
30. Let your people know where they stand

Why Delegation Fails

- The process is incomplete. Responsibilities for the results have been distributed without granting sufficient authority or creating a relationship of accountability
- The leader refuses, consciously or unconsciously, to delegate.
- Delegation is blocked by incomplete or ineffective communication. The leader thinks that he/she has delegated the task, but the member is unaware the delegation has occurred.

Adapted from Leader Bills, The University of Kansas and Delegation, Judy Kawamolo