Delegation

One way to offer new roles and opportunities for members is to delegate.

Why don’t leaders delegate???? List reasons.

NO DELEGATION BY THE LEADER

1. Insufficient time
2. The job is too important to take risks
3. Leader believes they can do job better
4. Leader enjoys the job
5. Lack of confidence in followers
6. Desire to maintain control
7. Follower may be better than you
8. Others think leader is not working
THE NON-DELEGATING LEADER
- works long hours -- lower effectiveness
- no back-up, no succession
- no one trained to think creatively
- company growth limited; no trained leaders
- anti-team and autocratic leadership
- no vacations!

ADJUST DELEGATION STYLE TO THESE FOLLOWER CATEGORIES
- **Partnering**: members new to org.; leader participates in decisions, trains members to be independent
- **Consulting**: leader = coach, remain outside the project, respond when called
- **Trusting**: members has confidence and skills; leader steps aside & does other projects

DELEGATION PROCESS: PREPARATION STAGE (Step 1)
- **Establish Goals**
- **Specify task**
  - Materials & resources available
- **Decide who should accomplish task**
  - Consider willingness, ability & workload
DELEGATION PROCESS:
PLANNING STAGE (Step 2)

- Meet with follower
  - Explain why them

- Describe task
  - Expectations & big picture

- Ask followers to devise plan of action
  - Plan to meet in neutral location

DELEGATION PROCESS:
DISCUSSION STAGE (Step 3)

- Review objectives of task
  - Tell others who are involved

- Review follower's plan
  - Tell all the authority provided to follower

- Acknowledge obstacles

- Establish checkpoints

DELEGATION PROCESS:
AUDIT STAGE (Step 4)

- Monitor progress of the delegation
  - Make sure resources are available

- Make adjustments
  - Do not revoke delegation

- Respond to unforeseen problems
DELEGATION PROCESS: APPRECIATION STAGE (Step 5)

- Accept the completed task
  - No unfinished/inaccurate work
- Acknowledge follower's efforts
  - Show interest in results
  - Accept your own accountability
  - Review the process

??DELEGATE A TASK??
- IS THE TASK A DEFINED RESPONSIBILITY OF LEADER'S POSITION??
  - YES??

??DELEGATE A TASK??
- IS THE TASK A DEFINED RESPONSIBILITY OF LEADER'S POSITION??
  - YES??
  - DO NOT DELEGATE
??DELEGATE A TASK??

- IS IT IMPORTANT TO THE GROUP THAT LEADER COMPLETES THE TASK??
  - YES??

- DO NOT DELEGATE

??DELEGATE A TASK??

- IS IT IMPORTANT TO THE GROUP THAT LEADER COMPLETES THE TASK??
  - YES??

- DO NOT DELEGATE

??DELEGATE A TASK??

- IS EDUCATION NEEDED??
  - YES

- IS THERE TIME TO EDUCATE??
  - NO??

- DO NOT DELEGATE

- DO NOT DELEGATE

- DO NOT DELEGATE
DELEGATE A TASK??

- IS EDUCATION NEEDED??
  - YES

- IS THERE TIME TO EDUCATE??
  - NO??

DO NOT DELEGATE

DELEGATE A TASK??

- IS THE INDIVIDUAL WILLING OR INTERESTED TO ASSUME THE RESPONSIBILITY??
  - NO??

DELEGATE A TASK??

- IS THE INDIVIDUAL WILLING OR INTERESTED TO ASSUME THE RESPONSIBILITY??
  - NO??

DO NOT DELEGATE
DELEGATION KEY POINTS

1. Stretch capabilities of staff; repeated jobs do not foster growth
2. Follower must know big picture in order to have independence
3. Revoking delegation destroys initiative
4. Acceptance of poor quality communicates low standards
5. Evaluate according to expectations not how leader would do the job