

Delegation

DELEGATION is important because it:

1. allows more people to be actively involved
2. distributes work load
3. motivates members by giving them value and importance
4. helps organizations run more smoothly

WHAT and WHEN to delegate:

1. matters that keep repeating themselves
2. minor decisions made most frequently
3. details that take up large chunks of time
4. when you feel someone else has particular qualifications that suit the task
5. when someone expresses interest in the task

WHAT and WHEN NOT to delegate:

1. situations where you have to change someone's behavior
2. a decision that involves someone else's morale
3. the "hot potato," that is, the hot issue you would rather avoid
4. something that involves trust or confidence
5. something you yourself would not be willing to do (like menial work)

METHODS for delegating:

1. Ask for volunteers. Interest and belief in something is one of the greatest motivators for success.
2. Suggest someone you feel would be good for the task. Silence in response to a request for volunteers does NOT necessarily mean lack of interest. Often a member won't volunteer because they lack self confidence.
3. Assign the task to someone. The person can always decline.
4. Spread the good tasks around. "Good" jobs give people status and value. Make sure the same people don't always get the good tasks.

More Guidelines for Effective Delegation

1. CHOOSE appropriate people for each crew by placing your members carefully. Consider their time, interest and capabilities. Specific responsibilities to be delegated to a particular person must be appropriate for the growth or developmental needs of that person at that time.
2. DELEGATE segments that make sense, not bits and pieces of a task.
3. DISCUSS the task at hand. Discuss ideas; mutually set possible goals and objectives. Whenever possible, give those who will be responsible for carrying out a program a voice in the decision-making. Do not lower standards; don't insult your members!
4. GIVE accurate and honest feedback. People want to know how they're doing and they deserve to know. This is both an opportunity for giving satisfaction and encouraging growth. Allow for risk-taking and mistakes.
5. SUPPORT your crew members by sharing information, knowledge and plans with them. It is incredible how many errors are made simply because of a lack of information. Share their failures, as well as successes.
6. REALLY delegate. Most responsible people do not appreciate someone looking over their shoulder or taking back parts of their assignment before they have a chance to do it. As the leader, it's hard for you to let go. You want to be the doer and you can't just throw them out there to sink or swim. Let them do the job! Delegating does not eliminate work; it simply changes it. As you delegate appropriately, a multiplier effect occurs: the time spent doing a job can be spent enabling several people to do numerous jobs.
7. STRESS the importance of evaluation. You must not overlook the need to evaluate and measure the extent to which your actions conformed to your plans, if the plans went well, or if the original plans were appropriate and worthwhile.
8. Your members are your greatest resource. Let them create; let them put their creativity into action. Delegating responsibility (the art of spreading the work around) is an indispensable concept that must be grasped by any leader who expects to be successful!

"Leadership is learned. It does not automatically happen. Effective leadership requires thought, study and practice. Do not hesitate to expand your leadership capacities through outside sources. Use campus programs, Greek workshops, leadership seminars, assertiveness training and printed materials. The better informed you are, the more effective you will be."