



# DIY Guide to Delegation

IT STARTS WITH YOU!!!

# Why Delegate?



- ▶ **Leaders** need to **delegate** because they are not supposed to **do** all of the work themselves. You can't do it all!
- ▶ **Leaders** are responsible for developing their members to ensure that they are well trained, to identify future leaders, and to prepare their own successor when they move up or move on to other areas.

# Delegating is Hard

Why do so many good leaders struggle to delegate?

Here are two of the biggest reasons:

- ▶ Fear of losing control

“The best way to get something done right is to do it yourself!” Solid advice, but if you’re too invested in your own way of doing things, you’ll never learn to delegate well.

- ▶ Fear of dropping the ball

What happens when you pass a project to one of your members? She might take the ball and run a different route than you would. One that might not work. It is scary but at some point you’ve got to trust your people.

# It's YOU Not Them!

Do any of these describe you?

1. Control Freak – “I can do it better (and/or) faster myself.”
2. I'm Too Busy – “Delegating takes too much time that I don't have.”
3. First-Time Leader – “I'm doing the work that earned me the position.”
4. Insecurity – “They won't need me anymore if I teach them how to do my job.”
5. Fear of Rejection – “They won't want to do it, especially without compensation.”
6. They're Too Busy – “I don't want to bury my members with too much work.”
7. Lack of Trust – “I don't trust them to do it right (or as well as me).”

# How They Feel

<b>Leader's Action</b>	<b>Member's Reaction</b>
I'll just do it – they are too busy	Lack of confidence - My leader doesn't fully believe that I can do the work. Maybe I don't have what it takes.
I'll just do it - I will be more efficient	Lack of investment/Lack of control - My leader always steps in to finish up the project so there's no need for me to take ownership.
I'll just do it - I have the most expertise	Lack of engagement - My leader doesn't value my contributions or doesn't want to invest in my development. No matter what I submit, it always gets redone . . . Why try?

# There is Hope!



The good news: delegating is an acquired skill. The challenge is it comes with a steep learning curve – especially if you consider yourself a “doer.”

You can't “will” your way to becoming a strong delegator. You need a proven success plan, tools and confidence to make it happen.

As with anything you're learning, practicing delegation will become a healthy habit.

# What Can You Delegate

How do you decide what to delegate and what you shouldn't?

- ▶ Make a detailed list of all the tasks you currently do
- ▶ Keep the things you must do or want to do
- ▶ What's left could potentially be delegated partially or completely
  - ▶ Prioritize them. Which tasks, if delegated, will free up the most time so I can concentrate on those tasks only I can do
- ▶ Organize them by categories so you can determine what skills, time, etc., are required

# Who Can You Delegate To

Select the right person to delegate to by “interviewing” your members

A survey/inventory will help determine where their skills & interests lay. A properly crafted survey will provide the answers you need.

- ▶ What are they good at or developing
- ▶ Are they a leader, team worker, solo worker
- ▶ Do they prefer short term or long term, one time or perpetual time frames

Recommendations/observations from others is also valuable



# Give Proper Instructions



Give instructions so the person “gets it” – this is critical

You have to give precise instructions as to the goal(s) you want to see accomplished before any task can be effectively delegated.

This is probably the most time consuming

- ▶ Identify all the tasks associated with this project
- ▶ Identify the resources they’ll need
- ▶ Identify the final product you expect
- ▶ Identify their level of authority
- ▶ Provide the proper training

# Manage Expectations

Ensure expectations, timelines and deadlines are met

- ▶ What should the final product look like? Give examples
- ▶ What does the timeline look like for each phase of a project?
- ▶ Are there dependencies?
- ▶ When does it need to be fully completed?

Often times when leaders delegate they know what they want and they assume others will too. They can't read your mind anymore than you can read theirs.

Writing out the tasks and expectations and providing that to the person you are delegating to will ensure that you don't miss anything.

# Support and Follow Up



Monitor and follow up without being a micromanager

- ▶ You need to truly empower people to carry out the mission you have given them through the delegation process
- ▶ Set up a schedule to make sure they feel they're on the right track and have support. Have regular meetings (phone, zoom, etc.)
- ▶ Provide support, encouragement and praise.
- ▶ Document as much as you can and use a cloud storage site for easy access.

# It's Up to YOU!



- ▶ Remember that normally, when there is a failure in delegation, it is always more about you than the person you delegated to!
- ▶ Start small and stay on course!
- ▶ It will get easier!
- ▶ Progress vs perfection!
- ▶ Good people are ready to take on more responsibility. So be brave and try them out!