The Art of Delegation

NOTES

Every chapter aspires to make an impact with members, audiences and their communities. That involves many projects and tasks, and matching people to the actions.

How many are frustrated when key things don't get done? How many feel powerless to address the person when things are not completed? What is the impact on your chapter when key tasks are not done? Is it a matter of expertise or motivation? Is the priority understood? How do we use the limited resources of people, time and money to complete our chapter goals?

Leaders in chapters must learn how to delegate well so that the tasks are clearly understood by each chapter member and that they are accomplished correctly when required.

Delegation requires clarity of the task, an understanding of how to do it and an understanding of the authority to proceed. Delegations need a plan!

There is more potential in your chapter than you are currently tapping! Select an individual, outside of the usual group, who could do the job. The first step is to explain why they were chosen. The next is to have a "Delegation Conversation". Good delegation gets the tasks done well. Including more people spreads the work and expands the potential of your chapter.

Learn the tools to create motivated and accountable volunteers. Achieve your chapter's goals.

Developed by Western Leadership Centre Inc. for Evergreen District, BHS

Elements of Delegation:

1. **Role description:** The first thing that people need is a definition of the responsibilities they will assume.
2. **Boundary conditions:** What should be the parameters within which people fill their responsibilities? These include:
   a. **Expectations/results** can be qualitative or quantitative.
   b. **Non-negotiables** define givens or limits that can not be crossed in fulfilling a responsibility.
   c. **Authority** is the level of autonomy that one has in carrying out a task. There are five levels of autonomy, and just how much one has depends upon experience and capability.
      - Level 1: Act when directed
      - Level 2: Act after approval
      - Level 3: Act after consultation
      - Level 4: Act and report
      - Level 5: Act autonomously
   d. **Time guidelines** are any and all time constraints that guide the task (milestone events, project completion, length of time a person assumes a role, etc.)
3. **Knowledge and information:** People must have knowledge and access to information if they are to take on additional responsibilities.
4. **Skills:** People also need additional training and skills to be successful with new responsibilities. For example, they need to learn how to read a budget or enter data into a computer.
5. **Resources:** These can include tools and equipment as well as reports, technical experts, etc.
6. **Support:** Support is emotional and psychological. It is letting people know that you trust their ability to handle a task; it is okay for them to make mistakes; and you will be available to talk with them as necessary.

NOTES

NOTES

Delegation Matrix

Role/Responsibility to be Delegated _____

To Whom _____

Description	Boundary Conditions	Info & Knowledge	Skills	Resources
	Expectations/ Results Non-negotiable Authority Level Time			

Delegation Matrix

Role/Responsibility to be Delegated _____

To Whom _____

Description	Boundary Conditions	Info & Knowledge	Skills	Resources
	Expectations/Results Non-negotiable Authority Level Time			