



The Art of *Effective* Delegation

Nicole R. Smith, CVA

What is delegation & Why delegate?

If it is so great, why don't we do it?

Benefits of Delegation

Common misconceptions about volunteers and interns

When, How and what to Delegate

Professional Development Resources

Book Recommendations





Delegation

Delegation is the shifting of responsibility and authority for certain tasks from one person to another. A manager or supervisor can divide tasks and allocate them to those who report to them, including volunteers and interns, allowing leaders to instead focus on mission critical tasks. Delegation can also help boost employee, volunteer and/or intern confidence in their abilities and encourage creativity and innovation.



No!

What it is NOT

- Avoiding projects
- Blaming others for poor results
- Giving tasks that are not realistic for time frame, available time, and skills of volunteer
- Relinquish control of results
- Abdicating - failure to fulfill a responsibility

Why Delegate?

- Takes time, but saves time in long run
- Leadership development of you and volunteer
- Inclusive of new ideas, methods, improvements
- Adds skill set you may not have

Benefits of Effective Delegation

- Creates capacity
- Further the reach and impact
- Builds self-confidence in the person receiving the task
- Another way that volunteers and/or interns feel they are contributing to the organization;
Builds community
- Develops and/or improves management skills



What Hesitations to Delegation Do You Have?



menti.com

5996 9126



Delegating to
Volunteers and/or Interns

What are common stereotypes or has been your experience?



menti.com
5996 9126



Common Misconceptions about Volunteers and Interns



- They think they know everything
- They are unreliable
- They aren't very smart
- They won't help for free (Interns)
- They are not coachable
- They are terrible with technology
- They are old and crabby and complain about everything
- Volunteers are "less than" in some way
- Interns are entitled and are afraid of hard work
- They are lazy
- They are just sitting around anxiously awaiting us to call them to help with something
- Only volunteer because they have nothing else better to do
- They are unskilled
- They are not vital to the organization
- They don't understand confidentiality
- Volunteer retention doesn't require everyone's effort
- Shoddy work quality

**If You
Want to
Grow...**



**YOU GOTTA
LET GO**



How To Delegate

Effectively

1

Know
When to
Delegate

2

Know
What to
Delegate

3

Select right
person or
technology

4

Explain
your
reasoning

5

Give
Detailed
Instructions

6

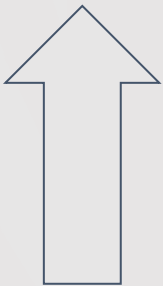
Set clear
expectations

7

Check In
Regularly

8

Conduct
project
overview



To Delegate

or

Not to Delegate:

That is the

Question



Keep The Project When	But Delegate If....
It takes longer to explain than to complete	It's a skill an employee needs (or a volunteer wants) to learn and benefits the org in the bigger picture
It must be done a specific way	There is more than one way it can get accomplished
It's a one-time project	It is a recurring task that takes up a lot of time
The skillset is your strength	The skillset isn't your strength
What else?	What else?

How To Delegate

1

Know
When to
Delegate

2

Know
What to
Delegate

3

Select right
person or
technology

4

Explain
your
reasoning

5

Give
Detailed
Instructions

6

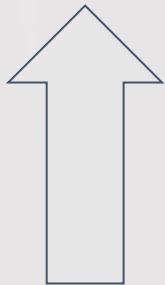
Set clear
expectations

7

Check In
Regularly

8

Conduct
project
overview



What to delegate?

- Repetitive tasks
- One time projects
- Special skill set required -
accountant to help
pro bono



How To Delegate

1

Know
When to
Delegate

2

Know
What to
Delegate

3

Select right
person or
technology

4

Explain
your
reasoning

5

Give
Detailed
Instructions

6

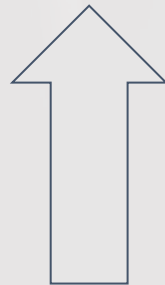
Set clear
expectations

7

Check In
Regularly

8

Conduct
project
overview



Evaluate Your Mindset / Bias Check

**Inclusion
includes your
mindset
towards any
category of
people
Including**

Volunteers

**Think of volunteers as
your supporters.
How you treat them as
people shouldn't
change,
the amount and type of
tasks support you are
asking of them should.**

Tap into what skills/connections they may have that can augment your organization. Compare the skills volunteers have to the needs you have



Volunteers

Doctors

Teachers

Flight Attendants

Government Workers

Law Enforcement

Corporate Trainers

Lawyers

Runners

Interns

Pre-Laws

Chemistry

Marketing

Accounting

HR

Hospitality

Education

How To Delegate

1

Know
When to
Delegate

2

Know
What to
Delegate

3

Select right
person or
technology

4

Explain
your
reasoning

5

Give
Detailed
Instructions

6

Set clear
expectations

7

Check In
Regularly

8

Conduct
project
overview





Why does this task/project matter?

- What or who will be impacted by completed this task?
- What will be accomplished by this project?
- How does it support the mission?

How Can We Increase the Chances of Reliability?

- What skill set does the volunteer need to have to do the task? If specialized, ask for examples from their past.



How To Delegate

1

Know
When to
Delegate

2

Know
What to
Delegate

3

Select right
person or
technology

4

Explain
your
reasoning

5

Give
Detailed
Instructions

6

Set clear
expectations

7

Check In
Regularly

8

Conduct
project
overview



When delegating:

- Keep your word.
- Ask what questions they have.
- Weave their contributions into the organization.



Clear Communication

- Is there a deadline?
- Are there any restrictions or boundaries on making it happen?
- Start date? When due? Do they need to be available specific times?
- Do they need log in credentials, or access to files, cabinets, spaces, etc.
- Ask them to repeat back to you the end result.
- Inform them about the impact
 - Tracking hours – showing how much time has been dedicated
 - Sharing examples of stories and results that have happened as a direct result of their help (newsletter)



Care

- Ensure suitable conditions
- Be considerate of their time
- Feedback – Give and Receive
- Check in at beginning a few days/weeks into it, and regularly
- Do they have the resources they need to complete the task?
- Do they need anything? What is progress so far? Are they on target?
- Need encouragement?
- Change of direction? Any roadblocks or challenges?





+



These build trust which is the foundation of reliability

How To Delegate

1

Know
When to
Delegate

2

Know
What to
Delegate

3

Select right
person or
technology

4

Explain
your
reasoning

5

Give
Detailed
Instructions

6

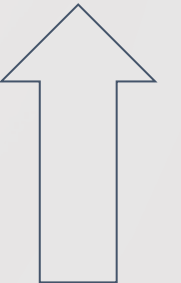
Set clear
expectations

7

Check In
Regularly

8

Conduct
project
overview



- **Spotlight their accomplishments in team meetings**
- **Spotlight their accomplishment in local and/or national newsletter**
- **Invite them to community meetings**
- **Include them in event invites**
- **Company Events (as appropriate)**
- **Team wide Celebrations**
- **Team meetings (interns)**
 - **Huddles**
 - **Coffee Connections**





What Happens If It Doesn't Work?

- Talk to the person to get an understanding
 - Start With Something You Appreciate
 - Reiterate What You Were Looking for and Why
 - Ask for Ideas for Changes
 - Ask What Feels the Most Challenging
- Give it Another Go
- Follow up on project
- Praise, Guide, or Reassign

What Happens If You are Delegated *TO*?

Effective delegation goes both ways. If someone gives you a task, make sure to ask these questions to ensure you understand the assignment.

- When is it due?
- How much creative liberty do I have?
- What resources are there availability
- Is there training I may need to help accomplish this task



How Do You Delegate A Project to Someone?



R O L E P L A Y

Delegate a Volunteer Social Activity

What Happens When You Are Delegated To?



ROLEPLAY

**You Have Just Been Given The Task To
Complete An Annual Report**

Resources

5 must-read books to make delegating at work easier



Ashley Kemper
Marketing at Double



Effective Delegation: Are You Delegating or Dumping?



Effective Delegation: Are You Delegating or Dumping?

Skilled and effective delegation is an art that most managers I've known, including myself, haven't mastered yet. In the harried rush to meet deadlines, respond to email, return phone calls, and handle crises, we try to communicate the best we can, cross our fingers, and then rush off to the next thing. But is this most effective tactic in the long run? Probably not — not with our paid staff and certainly not with our volunteers.

Learning

Search skills, subjects, or software

Start free trial

Sign in

Solutions for: Business Higher Education Government Buy for my team

All topics / Business / Leadership and Management / Management Skills

Preview

Delegating Tasks

With Dorie Clark · Liked by 5,778 users

Duration: 34m · Skill level: General · Released: 4/10/2018

Start my 1-month free trial

Buy this course (\$24.99*)

Contents

Introduction

1. The Delegation Mindset

2. Options for Delegating

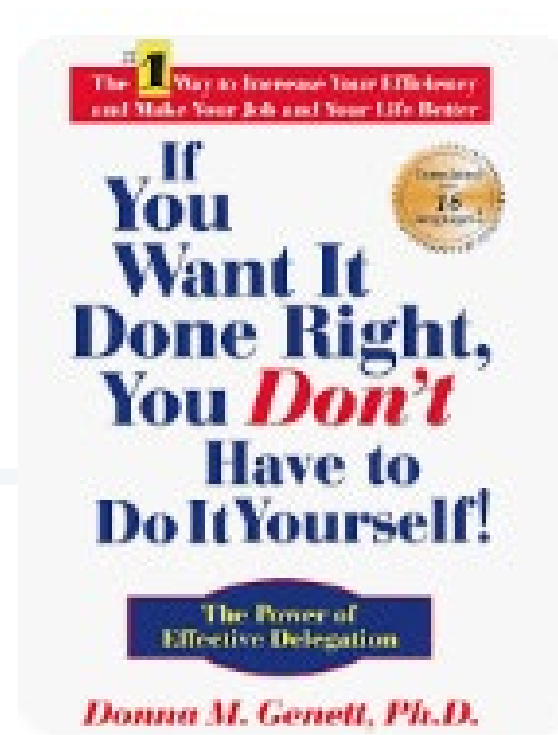
How to hire someone you can delegate to 3m 10s

Delegating tasks to your direct reports 3m 04s

How to delegate outside the chain of command 3m 21s

3. The Mechanics of Delegation

Lay the groundwork for delegation 2m 10s



12 Steps to Effectively Accepting Delegation



"Hi, my name is _____, and I am a recovering *delegatee*." It has been said the definition of insanity is doing the same thing over and over and over expecting different results. So why is it we are so insistent on approaching the task of delegation in the same old manner?

Effective managers delegate tasks to others so they may focus on other concerns as well as to help develop those around them. But when learning about delegation, too often, we focus only on the "delegator" and not the "delegatee."

Here are the 12 Steps (components) to the process of most delegations and a set of questions you might consider asking when a task is given to you to increase your chances of successfully completing the task:

1. **The context of the assignment** – "Could you please tell me what you are going to do with this when I get it done, tell me who is it for, and where does it fit with other things going on?"
2. **Deadline** – "When would you like it, and when is it really due?"
3. **Scope** – "Would you like me to do the thorough job and take a little longer, or the quick and dirty version?"
4. **Format** – "How would you like to see the output of my work presented? What would make your life easier?"
5. **Time budget** – "Roughly, how long would you expect this to take (so I can tell whether I'm on track or not?)"
6. **Relative priority** – "What's the importance of this task relative to the other things you have asked me to do?"
7. **Available resources** – "Is there anything available to help me get the job done? For example, have we done one of these before?"
8. **Success criteria** – "How will the work be judged? Is it more important to be fast, cheap or perfect?"



THANK YOU!!!!



designedToLead



nicoleRsmith



@nicolersmithnet



nicoleRsmith



Questions?