

Conquering a Leadership Everest in Non-Profits: Effective Delegation

Presentation by Rachel Woods

What is your non-profit's mission? What noble cause or causes do you serve?

How does your specific job/role connect to the overall effectiveness of your organization's mission?

Two myths about delegation:

- Delegation is _____.
- Delegation is simply _____.

Reasons we do not delegate:

- Lack of knowledge and understanding about delegation
- Low value placed on delegation
- Insecurity and risk avoidance
- Low awareness about others' abilities and motivation
- Avoiding the appearance of laziness
- Fear of losing a prized role
- Unrealistic feelings of superiority
- The "I can do it faster and better" fallacy
- Preference for non-leadership work
- Excessive desire to please
- Perfectionism
- Pride in long hours and hard work

Benefits of Delegation:

- The multiplication factor
- High motivation and morale among staff and volunteers
- Freedom and perspective to do uniquely leadership work
- Development of others
- Reduce conflict

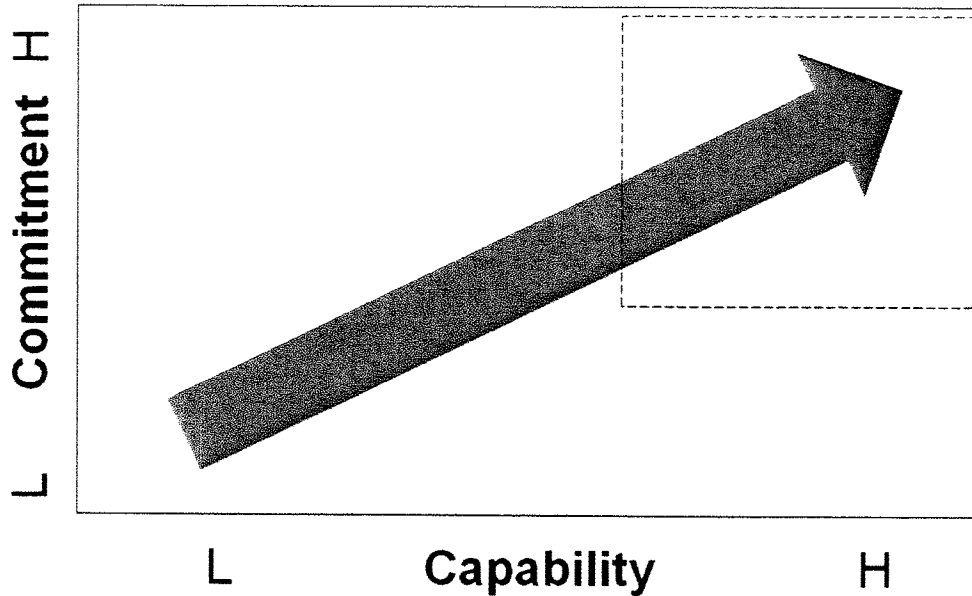


The Five Steps of Effective Delegation

1. Select a _____ person.
2. Clearly _____ to be achieved.
3. Provide necessary _____.
4. Ensure that the person _____.
5. Build in _____ (Deadlines, Reports, etc.)

My Delegation Challenge

Is Your “Direct Report” Ready for the Task?



INSTRUCTIONS: If you currently have someone who directly reports to you in your non-profit (staff or volunteer), answer the following questions:

- 1) How many direct reports do you have? _____
- 2) Can you think of a task that you need accomplished that you should delegate? If so, what is it?

- 3) Considering this task, consider how committed each of your “direct reports” are in order to determine to whom you should delegate the task. Plot a point to represent each person.
- 4) To whom should you delegate the task? _____
- 5) What goals can you set to become a better delegator? What do you need to start doing? Stop doing? Do less? Do more? Continue doing?

My Delegation Checklist

- 1. Give a clear description of the task(s) to be delegated.
 - _____ What do you need done?
 - _____ How will you know it is complete?
 - _____ What is the criteria for success?
- 2. Decide how much instruction to give. Does the delegatee need a complete task list (how-to instructions) or does the person have the necessary experience to develop his/her own?
- 3. Define any parameters of authority.
 - *You may pursue these areas and make decisions using your best judgment.*
 - *You should check with me concerning these issues before you implement decisions you have made.*
- 4. Alert the delegatee(s) to any challenges, whether actual or potential. Examples: Vendors delivering late; machinery down time; budget constraints; “political” or climate impact factors.
- 5. Define the resources available for the assignment. Encourage creativity. Examples: Time, People, Money, Materials.
- 6. Create a timetable. Establish deadline for completion and establish reporting times throughout the duration of the assignment.
- 7. Be sure to encourage questions and open discussion of the assignment and where it fits on the person’s regular work flow. What is the priority of this task?
- 8. Let go of the control and allow the person to begin.