



DELEGATION

Ways to allow more people to be actively involved, distribute the work load, and help the committee run more smoothly.

I. What Not to Think or Say

Watch Your Ego

- "I could do it better myself"
- "I don't have the time to show anyone how to do it."
- "I don't want to give up this task because I like doing it."
- "I'm the only person who knows how to do this."

Trust Your Teammates

- "I don't know if I can trust her to do it."
- "He isn't qualified to do it."
- "She messed up last time, so I'm not giving her anything else to do."

II. What to Delegate

1. Create a plan to delegate. Don't give out assignments haphazardly.
2. Delegate things that aren't part of your core competency. Others may end up doing a better job than you can or finding new ways to complete a task.
3. Delegate, don't abdicate. Someone else can do the task, but you're still responsible for the completion of it, and for managing the delegation process.
4. Delegate routine activities, even though you don't want to:
 - Making reservations
 - Contacting collaborators
 - Marketing, get your members to advertise for you
 - Evaluations after a project is complete
 - Photocopying, printing, collating
5. Don't delegate what you can eliminate. If you shouldn't be doing an activity, then perhaps you shouldn't be giving the activity away to others. Eliminate it.

III. How to Delegate

1. Delegate to the right person. Don't always give tasks to the strongest, most experienced, or first available person.
2. Delegate the objective, not the procedure. Outline the desired results, not the methodology.
3. Ask people to provide progress reports. Set interim deadlines to see how things are going.
4. Spread delegation around and give people new experiences as part of their training, don't delegate only menial work to keep the appealing tasks for yourself. Delegate authority along with responsibility!