



Mini-Leadership Course

Part 9

DELEGATING

DELEGATING:

Delegating involves not only assigning jobs to people but giving them the necessary authority and tools to get the job done. A leader who has learned to delegate properly enjoys:

- Increased results
- Delegation frees time for the leader to become involved in all aspects of the organization.
- Delegation improves member's initiative, skill and knowledge. One of the primary roles of a leader is that of a coach. Through delegation she has the opportunity to observe and coach when and where necessary.
- Increased motivation. New and challenging assignments tend to satisfy the higher psychological needs of most people, thereby increasing their motivational levels.

Without delegation the span of responsibility for you as a leader is limited to the results of your personal effort. With it, your responsibilities can be expanded to cover not only your output but the output of committee chairmen and members.

HOW TO DELEGATE:

Good delegating is more than dumping the work into someone's lap. Lack of experience or lack of confidence may keep members from accepting the assignments that you are trying to give them. Assure these members that you will be available to help or will assign someone who has done this particular job before to assist. Believing that members are unwilling to accept additional responsibility, some leaders try to do everything themselves.

We often have difficulty in assigning chairmen with our plans of work each fall. The President receives a pretty thick book with lots of work put forth by National. She should review the plans and distribute them as soon as possible. Often members will think this is too much and are unwilling to be a chairman. As leaders we must realize and explain that often we don't have the resources or ability to carry out all of the recommended activities. We should select what we can do and consider how we could take on a project that might seem out of our realm.

In picking your committee, hand pick your chairman and let her know that you chose her because you thought her knowledge and experience would be a valuable asset to the project. When you present the task, explain in simple terms and explain every detail.

For any activity to succeed it must be planned. Too often we assume that when we hand a chairman their plans of work they will know what to do. Many of them will but there are those who are new to a program and will need further instructions. Even if you have done this type of work many times, it is important to think it through again. Put yourself in the place of the chairman or member. If you had never seen this project before, what would you want to know?

There are leaders who are afraid that they will lose power and prestige if they turn over a part of their responsibility. Remember that you can't do the job thoroughly by yourself.

These are some warning signs that suggest a leader is delegating too little.

- Performing task others should be doing
- Assuming no one will be willing to take the job
- Experiencing constant pressure and stress
- Making all or most of the decisions

These symptoms should serve as a red flag to you—a warning saying to you...**STOP**...something is wrong.

Individuals will make a few mistakes, but you should be able to turn these mistakes into learning experiences. When any plan or concept fails, the persons involved with it are likely to be depressed and some may easily give up. We must expect that failures occur and from time to time we may face defeat. Accept that all of us fail occasionally and that it is not anything to be ashamed of. Give yourself a pep talk. Remind yourself that failures are part of trying new things and unless we continue to innovate, we will become stagnant. Remember all of the successes you have had—often after previous failures—keep telling yourself that you've done it before and you can do it again. Failure is a temporary situation. You can and will overcome and succeed again.

Delegating responsibility can take a tremendous load off the leader's shoulders. Remember, the membership must have an active part... so don't try to do it all by yourself. Reward your officers, your chairmen and your members by showing your appreciation for what they have done. The individual member must participate to stay interested and to develop into our future leaders. Your leadership style could mean the difference in the success or failure of your Unit.

A person should never take on the job of President just for the fame and glory. It is a lot of hard work if you do the job right...making decisions, solving problems, choosing the right people for jobs to be done, continually monitoring the actions of you committee chairman, planning your agenda for meetings and many other details half of the membership never knows about. In order to do all of this and keep your sanity at the same time, you must be well prepared for your job as a leader.

Just remember the auxiliary is a group of loving and caring ladies, we must use all of them in a combined effort to keep our organization going strong. One person cannot do it alone. Also, as a member it is your responsibility to let your leader know you would like to take on more responsibility.