



LEADERSHIP TIPS

DELEGATION

The leadership skill of delegation can be difficult for some people. They believe if they don't do the work themselves, it won't get done on time, under budget, or the "right" way. Those leaders might think that delegating is just telling people what to do. Or, they may believe they are giving up control or responsibility by delegating work to others in the chapter.

DELEGATION AS A CORE LEADERSHIP SKILL

Delegation is important to individual leaders for many reasons:

If they don't delegate, they lose the time for relaxation and self-care. They are willingly taking on more stress and work. Leading an SPJ chapter shouldn't be so taxing that leaders become exhausted or resentful that others aren't doing as much work as they are.

Some general members will watch and perceive that the leader doesn't trust anyone else to do a good job. By giving away authority and important tasks, leaders are actually building more leadership in the chapter.

Many members want to contribute to the work of the chapter but some may not have time to be a committee chair or officer. By delegating, leaders can get more people engaged and members can then volunteer to do things they really enjoy and naturally do well.

Finally, leaders won't be able to say yes to the things which are really important to their elected role, and do the things they really want to do to strengthen the chapter if they don't delegate some tasks that aren't core to their leadership role.

BUILDING MORE LEADERS

Delegation is the process of sharing power and work so that others have a sense of contribution, control, and pride. This work is a leap of faith for many leaders and often feels risky because they are consciously giving up control and trusting others so they can perform independently – and be held accountable!

Delegation only works under two conditions:

1. When people are qualified to do the job and
2. When the transfer of assignments doesn't appear to be a dumping of responsibilities.

It's inappropriate, for example, to give people tasks for which they don't have the knowledge or skills. In this instance, the leader is only setting up someone to lose face (and power) when the job is done poorly. Likewise, delegating simply to get the monkey off one's back is an irresponsible use of delegation.

RECOMMENDED STEPS

- Give people important work to do. Allow people autonomy over their volunteer work by giving them projects from beginning to end.
- Recognize the talents and trust in the skills of those in the chapter and delegate tasks to match skills so that people will succeed!
- Finally, create an environment where members are recognized for their efforts, where people are coached and encouraged if they need help, and where people's strengths and unique qualities are valued.