

DELIBERATELY DELEGATING

To delegate is to trust and nurture.

There is a distinction to be made between DELEGATING and DIRECTING. Many who think they are delegating are not. Here is the test. Of the six action areas of a project (who, what, when, why, where, and how), how many of them are you leaving to the delegatee? The more you leave to their discretion, the more you are delegating. Ask yourself how much ownership does the delegatee get in the outcome of the program or project? Can they be creative and innovative? Or are they simply doing the task the way you want it done? If you leave them only a few areas to influence, you may well be directing. Yes, directing has its place, but delegating helps people grow and the task of leadership is growing people. If delegation is your desire, remember that delegation CAPS the leadership experience.

C Choose a project leader whom you can interest in the project. Look for people who have the "strengths" to accomplish the task. Seek people you want to help develop into stronger leaders and offer them the opportunity to exercise their talents and skills. You do not necessarily want to choose people who have done this or similar tasks before but rather look for those who can bring a new and different dimension to the project. (It is always good to have a back up leader with experience in case your first attempt falls short.)

A Agree through discussion on the WHY (desired outcomes and effects of the project) and whatever of the other action areas are dictated by the circumstances of the project. Use page one of the Arrow to build together the relationships between the group vision statement, the group goals and the desired outcomes for this project. Solicit input on the obstacles and the success indicators on page one and the budget concerns on page four. Take this time to discuss the "Strengths" list on page 4 and any additions you might want to make to the TASKFORCE. Remember, the fewer action areas you dictate, the more you are using the leadership tool of delegation. The more blanks filled in by the delegatee the more ownership he/she has.

P Plan a follow-up meeting and schedule. Using page 4 of the arrow planner help the project leader decide on a few of the important components. Remember: the fewer things you add, the more ownership the leader develops but it is here you can add other people you are interested in developing. Encourage the leader to develop the actual plan with the team she/he assembles. But, while you are delegating the project to another, you can never delegate your portion of the responsibility. You need to keep your finger on the pulse of the project. To what degree you follow-up will depend upon your level of confidence in the delegatee's abilities. In any event, you need to set a schedule for CHECKING IN rather than checking up. Allow yourself plenty of time to provide assistance to the project or to call in another team if need be. Use page four of the ASAP arrow to establish the follow-up schedule. Make it clear you want to help and to stay informed.

S Step out of the way. The single most difficult step is the one that takes you out of the action. In most things delegated, the delegator could do the task faster and usually better by his/herself, but your job is about helping others learn and grow while expanding your efforts to more projects and programs. So, with your follow-up schedule in place, turn the ASAP arrow over to the delegatee and step out of the way. Demonstrate your confidence in your delegatee's abilities by letting them "run" with the project. Growing good people around you will make you and your team more effective.