

Qualities needed will vary with tasks. As in a game of bridge, go to the *strengths* of other people.

4. Recruit, encourage, and train the person before giving over the job.
5. Break the job down. Break it down again, and again as necessary.
6. Give a clear description of the job.

- Explain fully.
- Answer questions.
- Check for misunderstanding.
- Stress the importance of the job and say how it fits in with the overall mission of the Club.
- Be sure to explain the results you want and how success will be measured.

• State clearly how much authority and discretion there is. Provide assurance that:

- (1) you will continue to be supportive,
- (2) help is available,
- (3) it's okay to ask for help, and
- (4) that you will check in and follow up

7. Walk away. BUT: Remember the distinction between delegation and abdication. The ultimate responsibility is still yours. Provide support, check in, be willing to take corrective action while allowing enough *latitude* for the volunteer to do the job in

his/her own way. Allow mistakes and provide the kind of *feedback* which helps get the job done. Evaluate during as well as afterward. Provide rewards.

8. **Teach the volunteer** to review tasks, pick those which can/should be done by others, select the people to do the jobs... (Full Circle Process)

ORGANIZER'S LIBRARY (\$5 each)

- Volunteer Leadership
- Conservation Action
- Membership Idea Book
- Grassroots Fundraising
- Political Action
- Training for Effectiveness

Order from:

Sierra Club, Office of Volunteer Development
730 Polk St.
San Francisco, CA 94109

Ship to:

Name _____

Address _____

Town, state _____

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A GREP (GrassRoots Effectiveness Project) 'Organizer's Flyer'. For more information about Organizer's Flyers and the Organizer's Library of handbooks for Sierra Club leaders, contact:

Sierra Club, Office of Volunteer Development
730 Polk St.
San Francisco CA 94109
(415) 776-2211

The Art and Science of Delegation

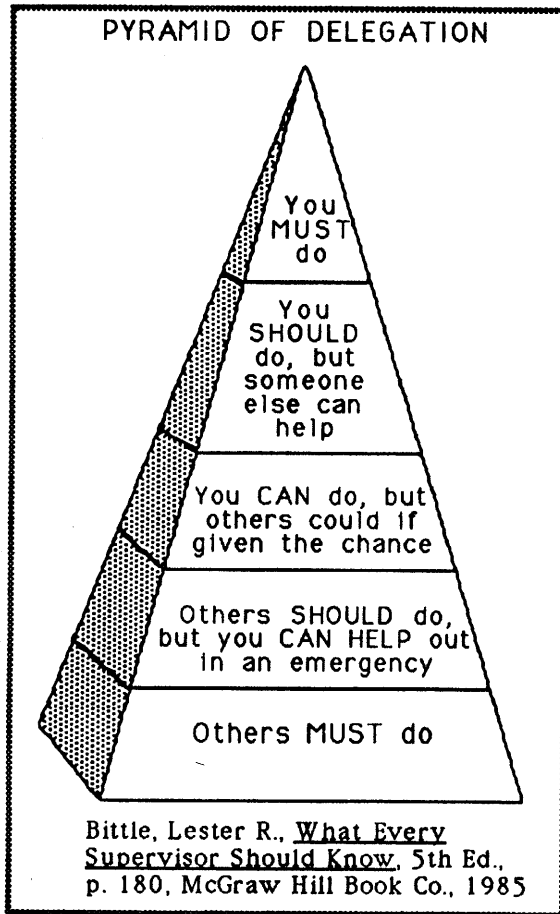
Or, "Mother, PLEASE, I'd rather do it myself!"

HOW TO DELEGATE

- *problem*
- *definitions*
- *why do it*
- *single biggest barrier*
- *how to do it: 8 easy (!) steps*
- review
- pick
- select
- recruit
- break down
- describe
- walk away
- teach them to do it too

The Art and Science of Delegation

Problem: Many Sierra Club leaders find it difficult to share the load—lessening their own burdens and, at the same time, empowering others to do the work. Delegation



Definitions:

Delegate (*v.*) to *entrust* to another, to appoint as one's representative, to assign responsibility or authority.

Delegation (*n.*) the act of *empowering* another

Why should we do it?

- Involves others and spreads ownership.
- Lessens your own burden.
- Saves time for more effective use, important work, decisions.
- Expands results (from what you can do to what you can manage).
- Keeps decision making at lowest possible level.
- Spreads skills and experience.
- Requires and provides a clear vision of the work to be done.
- Gives volunteers a purpose for being on the team
- Helps people feel a part of the important things going on
- Gets at the core: Now how much can you *do*, but, rather, *get done*.

Why do we find it difficult?

- We are loners at heart.
- We are perfectionists.

can be one solution. But it is a skill, and a tool; not an end in itself, but a means to greater results. As such, it must be learned, developed, used, improved, and trusted.

- We don't allow mistakes.
- We tend to over-control.
- We don't allow people to stay "I don't know, or "I don't understand."
- "I can do it better/faster/easier/cheaper..."
- It's tough to explain what the job is.

Single biggest barrier:

Lack of TRUST. (It's hard to have confidence in someone who might not do the job the way you do!)

How do we do it?

There are 8 easy(?!?!?) steps:

1. Review your tasks. Eliminate the non-essential at the outset. Don't delegate what you can eliminate. Don't delegate "make work".
2. Pick out those which can/should be done by others. (The list will probably be larger than you thought.) *Organize* them before turning them over. Be willing to give up things you enjoy.
3. Select the people. In doing so, consider both the match of person to job (your needs as delegator) and the match of job to person (the delegatee's needs).

continued....