

MAY FOCUS:

Learning How To Delegate



For many people, including activity advisers, learning how to delegate is a big challenge.

To be successful (and save your sanity) it is important to learn and practice the art of delegation. Some of the benefits of effective delegation include:

- ❖ Delegation extends the results from what one person can accomplish to what many people can accomplish. By involving others, much more can be accomplished. Involving others can also help to get new ideas and methods.
- ❖ Delegation frees up your time so the most important things can be accomplished. Learn to delegate routine and ongoing tasks while you deal with the critical things, leadership activities, and problem prevention.
- ❖ Delegation lets others know that you believe that they have what it takes to do the job correctly. This will enhance the level of trust.

- ❖ Delegation empowers others to be able to make decisions at their level. This gives them a sense of ownership.

Common mistakes in delegating include:

- ❖ Having an attitude of “I can do it better myself.”
- ❖ Delegating without providing the necessary information to do the job correctly.
- ❖ Failure to have a method to receive progress reports. Set specific times for progress reports from the beginning of the project to the completion.
- ❖ Ask others for their ideas and input to show that you value the opinions of others. This also enhances your ability to gain new information and ideas from others. Encourage others to be creative!
- ❖ Always take time to plan the delegation. Pick the right person for the job. Discuss the task and the expected outcomes.
- ❖ Always give credit when credit is due. Don’t try to take credit for the work of someone else. Give praise

and recognition to those who do a good job with their new project. This will build loyalty and friendship.

- ❖ Recognize the completion of a project. This will encourage people to always meet the deadlines.
- ❖ Help others to grow. Learn their strengths, weaknesses and ambitions.

Another big challenge is deciding what to delegate. There are 4 basic steps:

1. Analyze the job and decide what can be delegated.
2. Divide jobs/activities into: **routine and ongoing, problem solving, initiative taking, and helping others to grow.**
3. Estimate the percentage of your time spent on each of the four activities. Research shows that most people spend 50% of the time on routine and ongoing activities. To gain more time you must decide which routine and ongoing activities that you can delegate and to whom.
4. Study the information that you have gathered and decide what to delegate. Also list how much time you can save each day by delegating.

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Now that you have decided what tasks to delegate and to whom, take time to plan for delegation by answering the following questions:

1. What is the overall goal or purpose of the task?
2. What specific results are expected?
3. What skills are needed to complete the task successfully?
4. What resources are available to get the task completed?
5. When do progress reports need to be made and to whom?

When you delegate include the following:

1. Explain the overall goal and purpose.
2. Outline expected results.
3. Describe the task completely.
4. Discuss the resources that are available and how to obtain them.
5. Confirm understanding and get a commitment. Encourage the person to ask questions.
6. Ask for ideas. Give the person an opportunity to provide. Be quiet and really listen to the ideas.
7. Establish a follow up plan.



NATIONAL STUDENT LEADERSHIP CAMPS 2003

Sponsored by NASSP

“Leaders Made Here” is the theme for the 2003 NLCs. These are great leadership training opportunities located throughout the country.

This year the locations are: Nevada, New York and Colorado. For more information contact 1-800-253-7746.

Also remember that many states have leadership camps where your students can receive valuable training.



TRUST AND TEAMBUILDING

Trust is the cornerstone of an effective team. Trust is not something that you can order to take place, wish to occur, or give as a gift. It develops over time as team members come to believe in and depend upon their teammates. You gain trust and are trusted by others by being

trustworthy. You must build a climate of trust.

For example:

- Do you promise more that you can deliver?
- Do you ask for more than you actually need?
- Do you sugar coat problems?
- Do you freely share your knowledge?
- Do you complain to outsiders about your team?

Reward and recognition programs are important motivators for teams. It is very important that the team take the time and effort to reach around and pat itself on the back. When you have accomplished a goal, celebrate the event!

“Leaders must be close enough to relate to others, but far enough ahead to motivate them.”

~ John Maxwell

Herff Jones, Inc.
4625 W. 62nd St.
Indianapolis, IN
46268

HERFF JONES