

Delegation

Delegation is key to empowering others, multiplying impact and maximizing your focus on your calling and best contribution. However, most leaders struggle with delegation. There are common concerns like "what if the job's not done as well as I could do it?", fears like "what if someone else does this better than me" and excuses like "it's faster for me to do this myself".

Jethro's wise counsel to his son-in-law Moses about delegation can still bring protection and provision for leaders and organizations today. In Exodus 18: 13-26 says:


"What you are doing is not good. You and these people who come to you will only wear yourselves out. The work is too heavy for you; you cannot handle it alone...But select capable men from all the people - men who fear God, trustworthy men who hate dishonest gain- and appoint them officials over thousands, hundreds, fifties and tens...That will make your load lighter, because they will share it with you."

Six Tips for Effective Delegation

- 1. Remember** - Someone took a risk on you once.
- 2. Picture of Success** - Communicate clearly about the specific deliverables or outcomes that you expect. Leave room for the individual to determine their own process or chart their own course - but make the target of success crystal clear.
- 3. Clarify What You Are Delegating** - Are you delegating a **task**, a **project** or a **function**? Be clear and specific about what you are empowering someone to do.

Task: A specific action, role or responsibility. It's fairly straight forward, step-by-step trainable, contained, involves limited on-going responsibility and can be completed. A church-related example might be: running the media/powerpoint on a given Sunday.

Project: Involves responsibility to deliver on broader and more complex set of specific outcomes. However, a project is contained and has an end/completion. A church-related example might be: creating the media for Easter weekend.



About Steve: Steve is husband to Lea and dad to three teens - Luke, Ainslea and Lauren. Based near Vancouver, BC, Steve develops Jesus-centered leaders as President of Arrow Leadership, an organization focused on developing Jesus-centered leaders. He's the author of "Leading Me - Eight Key Practices for a Christian Leader's Most Important Assignment", "Great Questions for Leading Well" and www.sharpeningleaders.com.

He loves communicating, coaching, and creating resources for leaders. Steve also teaches at Tyndale Seminary's Doctor of Ministry Program.



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Function: Ongoing role/responsibility for an entire area. This is on-going, complex and significant responsibility. A church-related example might be: oversight of the media ministry.

You need to have greater levels of confidence moving from delegating tasks to project to function. This confidence can be earned as those you delegate to demonstrate good leadership.

4. Reflection, Learning and Celebration – People need feedback. So, close the loop through an intentional debrief of the delegation experience. Take time appropriate to the leader's experience and the complexity of what was delegated to reflect, learn and hopefully, celebrate.

5. 30 to 1 rule – Be willing to invest 30 times the amount of time it would take you, to train someone else to do that task. This time investment will prove itself fruitful in the long run by providing more time for you to invest elsewhere.

For example, if you have a daily task that takes you 5 minutes, you should be willing to invest 30 X 5 minutes or 150 minutes training someone to do that task. If you do the daily task for 5 minutes 200 times per year, then you would spend 1000 minutes per year doing it yourself. So, an investment even of 150 minutes of training would create a net gain for you of 850 minutes per year!

6. Don't let your own identity/issues cloud delegation - We can be afraid to empower others because of fears such as "what if they do it better than me?". Instead, change your mindset from doing everything yourself to become a developer of others. You will always have a critical role if you focus on developing others. Plus, remember that your identity needs to be grounded far deeper than what you do.

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