

Successful Delegation

Presented by

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Today's Agenda



1. Considerations for successful delegation
2. What gets in the way
3. What people seek from volunteering
4. Leading and managing volunteers
5. Managing expectations of delegated tasks
6. Documenting and communicating tasks
7. Technologies
8. Group discussion

Delegation has been included in the Leader Education topics as it commonly arises as something choruses can get better with. By delegation, we take it to mean both identifying and recruiting volunteers for committees, teams and ad hoc tasks as well as assigning responsibilities and tasks that contribute to the overall running of the chorus.

In today's session we'll cover (talk to the list).

1. Considerations for successful delegation
2. What gets in the way
3. What people seek from volunteering
4. Leading and managing volunteers
5. Managing expectations of delegated tasks
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7. Technologies
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Delegation is...



- A necessary skill for chorus leaders
- A way to harness people power
- Choosing the right tasks
- Identifying the right people
- Communicating in the right way
- Worth the effort you put in!



I think it's fair to say a chorus couldn't possibly run without delegation. Delegation is all about harnessing the power of people who are tasked with specific job or purpose to get things done.

In our world, we rely on volunteers to do almost everything except stand in front of us and be a music director. As it goes hand in hand, it's going to be just as much about volunteer recruitment and management.

Whether you're a management team member, committee chair, project coordinator for a show, fundraiser or education event, there are many parts that need people's energy and skills to keep moving. If didn't participate in our Collaborative Leadership session, then there's a lot in there that relates to today's topic too. You can find the recording and the presentation in the Adelines Online section under Education in the Members Only section of the regional website.

To **delegate** effectively, choose the right tasks to **delegate**, identify the right people to **delegate** to, and **delegate** in the right way. There's a lot to this, but you'll achieve so much more once you're delegating effectively!

Considerations



- 1. Who has the necessary information or expertise?**
- 2. Is there an opportunity to grow and develop someone's skills?**
- 3. Will this task recur in future?**
- 4. Do you have the time to delegate effectively?**
- 5. Is this task appropriate to delegate?**



Delegation is a win-win when done appropriately but there are some important considerations.

Here are five questions to ask yourself before delegating:

1. Is there someone else who has (or can be given) the necessary information or expertise to complete the task?
2. Does the task provide an opportunity to grow and develop another person's skills?
3. Is this a task that will recur, in a similar form, in the future? Is there a template or knowledge to share from previous years? Is it really an ongoing role, rather than a delegated task?
4. Do you have enough time to delegate the job effectively? Time must be available for adequate training, for questions and answers, for opportunities to check progress, and for rework if that is necessary.
5. Essentially is this task part of the responsibility of your role and perhaps your load could be lightened by finding a different one to delegate? This could be something relating to the governance of the chorus, confidentiality around member welfare.

Pros and Cons of delegating



Pros

- More time and ability to focus on your priority tasks
- Identify existing skills and talents
- Opportunity to grow skills for the future
- Develop relationships and trust
- Identify new ways of doing things
- Improve efficiency and productivity
- More things get done
- Teamwork

Cons

- Takes time to plan, train, communicate
- Mightn't be done to 'your standard'
- Keeping tasks 'on track' and coordinated
- Systems may not be in place to make it successful
- Risk factor

Let's look at some Pros and Cons.

Put some more in the Chat if you have them!

Rate yourself!



1 = Low

2 = Medium

3 = High



Let's take a poll to see how this group rates themselves as delegators. You might display different characteristics in different situations, so let's say when we're delegating in a chorus situation.

Poll results for the group participating on 5/12/20:

1. How comfortable are you to delegate?

Low	10%
Medium	50%
High	40%

2. How frequently do you delegate?

Low	30%
Medium	50%
High	20%

3. How effectively do you delegate?

Low	20%
Medium	60%
High	20%

What gets in the way?



It takes too much time to explain, follow up

They might think I'm replaceable

They used to be my peer, I can't ask them to do something for me

I don't want to impose on anyone

I can do it better

I should be able to do it all

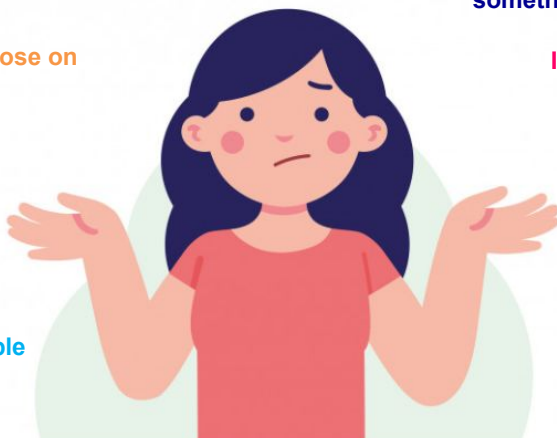
No one around here is reliable

I asked once and no one said yes

I don't know what people are good at

I don't know what people are interested in doing

I'm not organised enough to keep track of things



What gets in the way?

Some of these reasons point to a fear of what others may think of you. Some are due to a lack of confidence in the team. A few relate to the need for some helpful systems and processes.

These are all common human obstacles, and all can detract from the efficiency and good management of the chorus.

If you need to delegate, perhaps you have someone on your management team who has the confidence, knowledge and organisational skills to help you find people to delegate to? Or if these things get in the way for one of your management team colleagues or committee chair, then coach them to develop delegation skills or recruit some people they can delegate to.

Delegate the delegation... Now there's an idea!

What's in it for them? (WIIFT)



There are lots of benefits for people to get more involved in the chorus. If you position an opportunity to them in a way that speaks to what they want to get out of their chorus experience, it'll be easier for them to say yes.

Of course, they'll need to know the details of the task and how much of their time is needed and when before they'll agree. But when putting out the call for volunteers, how about framing up your request using some of these benefits?

Sometimes a new member information sheet will ask about skills and experience they can offer the chorus, and/or what committees they'd like to work on. This is really helpful to know and let's take it a bit further.

How about you regularly ask members what they'd like to get out of volunteering for extra tasks and consciously find some opportunities for them? You may rely on the same few people to do certain tasks each year because you know it will be done well. What you may not know is they're getting stale and tired of doing it and maybe even taken for granted. It's not that they're not keen to help, but they might appreciate the variety and to apply their skills to something with a bit more challenge. They're likely to be on call to help others get up to speed with their former tasks and it lessens the risk of having a skill gap if they are away.

Community work can be very useful on a CV, or as a way of developing skills for

their work or family. People are so willing to teach others in a chorus and there's so much your members can learn by getting involved.

What's your leadership style?



In our recent **collaborative leadership** Linda reminded us that as leaders in a member driven organisation, we have a high degree of accountability to our members but as volunteers our effort is discretionary. What you are personally prepared to do can't be projected on or expected of others but you will be called on for direction, guidance, feedback, approval and appreciation.

As a management team it might be tempting to come up with an idea and work it all out, ready to delegate to someone to follow exactly as you planned it. And that person may have been asked because they have skills and experience in doing it, but you've taken away the scope for them to come up with ideas or solutions. Or you may have been asked to complete a task with that level of prescription. It's not setting them up for success or offering them much satisfaction.

Or, you may delegate a task to someone who is usually very capable, but in an area they've not had experience in. You throw them the task without a proper scope, say you trust them to sort it out and not check in on their progress. Rather than ask for clarity or support, they may spend countless hours reinventing a wheel or stewing over how to do it. Again, not setting them up for success or satisfaction.

Your leadership style has an impact on your volunteers' success and satisfaction. And you may need several styles depending on who you are delegating to.

Let's take a poll for your typical style when delegating tasks in your chorus team.

- If yours is on the far left of the screen, then you're like a puppeteer, pulling the strings and determining every move your team makes.
- If you're on the far right of the screen, then you rely on people to make it up as they go along and hope for the best they are actually doing the task you need.

Pick the one that is the closest to your 'default', it's all anonymous!

If you're a chorus leader, then you're likely to need a bit of the four in the middle to suit a range of situations.

Let's look at some typical management styles.

Talk to the concept and continuum descriptors and then ask for a poll for which one describes them best.

POLL - what's your leadership style (in the group from 5/12/20 60% - said 'coaches' and 40% said 'supports'. Borrowing some traits from the other descriptors at various times may be needed to achieve greater success.

Situational leadership



And here are those four middle styles – DIRECTS, COACHES, SUPPORTS AND DELEGATES in this model, that's an adaptation of the Situational Leadership Model created by Paul Hersey and Ken Blanchard. You may recognise this if you've had managerial training at work.

One style is not better than the other, each style is appropriate to the situation. Effective leaders know who is on their team, who can be left alone and who needs more direction.

BOTTOM RIGHT: Directing

This style is recommended for **team members that require a lot of specific guidance to complete the task**. You could say: *"Donna, this is what I would like you to do, here you have a step by step approach and here is when I need it done."* It's primarily a command and control approach, one way conversation with little or no input from Donna.

TOP RIGHT: Coaching

This style is for **team members who need guidance to complete the task, but there is a two-way conversation**, the team member gives input. Coaching is for people who want and need to learn. You could say: *"Jenny, this is what I would like you to do, here you have a step by step approach and here is when I need it done. What do you think? Have you any ideas to do it differently?"*.

Although you still set the approach, Jenny is invited to give input and ultimately workout any change in the delivery plan if you and they think it will benefit the project.

TOP LEFT: Supporting

This style is for **team members that have the skills to complete the task but may lack confidence to do it on their own**. The leader could say: *“Alex, here is the task I need you to do and here is when I need this done. How do you think it should be done?, let’s talk about it, how can I help you on this one?”* You know Alex can achieve the task but they need support to remove any impediment.

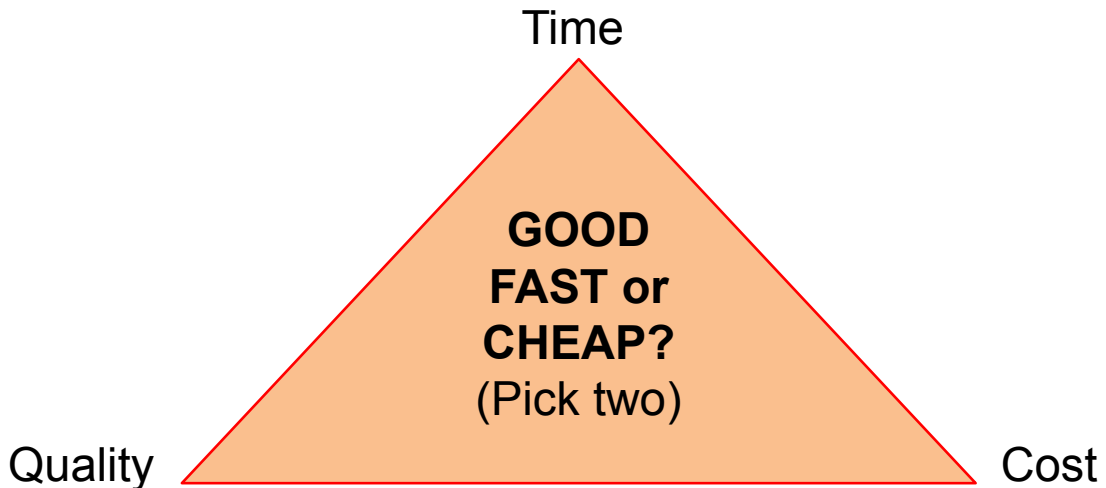
BOTTOM LEFT: Delegating

This style is for **team members who are motivated, have the ability to complete the task and have confidence**. They know what to do, how to do it and can do it on their own. The leader could say: *“Pat, here is the task I need you to do and here is when I need this done. If I can help just ask, if not you are on your own.”* Although is highly recommended to schedule check-ins, you are confident Carol will complete the task based on their track record.

Remember a person may be skilled, confident and motivated in other areas, such as a long-serving member of the costume team. They’re likely to fall into the bottom left quadrant there. But, if they take on something very different, say a music team role, they may be in one of the quadrants on the right, and therefore need a different approach to be successful.

This simple model will help you approach people you delegate tasks to in a way that will set them up for success. It may also reveal reasons for why things haven’t gone so well with certain people. Adjusting your approach, and matching their personal desires with the benefits of the task may be an easy fix.

Managing expectations



Now, you've identified the people to delegate to, you've worked out what they seek from volunteering and how best to lead them to be successful. The next step is to clarify the brief and manage expectations.

This is a tried and true model used in project management and worth keeping in mind when working with your volunteers. The question to ask is if the priority is Good, Fast or Cheap – you can usually only have two of those and have flexibility on the third. If you want it Good and Fast, it's probably not going to be Cheap. If you want it Fast and Cheap, then you can't guarantee it'll be Good.

If you don't discuss this at the outset, then the person you are delegating to may prioritise a different two and therefore miss the mark.

Factors include:

QUALITY

- Is "first class" required or is an "adequate" result good enough?
- Has a standard been set previously they should be aware of?

TIME

- When is the task required by and are there any progressive milestones to meet?
- What are the consequences of delays and who should be alerted?

COST


In choruses, 'cheap' doesn't mean cost of labour as most of that is volunteered, but the cost could be energy or impact on other tasks.

- Is it a task for one person or is it better that many are involved in the task?
- Will their other chorus roles and tasks suffer as a result of taking on this task?

Documenting the brief

- Be specific – what result does the management team want?
- Clarify roles and responsibilities
- Write the brief together, use previous and current team's experience and questions
- Once issued, the team is empowered to implement the brief in the way that they think best
- Build in check-ins, reports for appropriate teams
- Think about capturing 'lessons learned' for future years
- Time spent on writing the brief saves time later and gives you confidence

SUNSHINE HARMONY CHORUS



PROJECT	RETREAT VENUE & ACCOMMODATION COORDINATION
REPORTS TO	BETTY, EVENTS COORDINATOR
PROJECT TEAM	PIONA, PEBBIE & JULES
START DATE	1 SEPTEMBER 2019
COMPLETION DATE	19 FEBRUARY 2020
BUDGET	\$125-\$140 PER PERSON + \$500 RISER TRANSPORT
TASKS	<ul style="list-style-type: none"> RESEARCH FACILITIES TO TAKE 6 SETS OF RISERS AND HAVE TWIN SHARE ACCOMMODATION AND FULL MEALS FOR UP TO 60 FOR ONE NIGHT. DATES CAN BE 162 OR 648 FEBRUARY 2020 PRESENT 2 OPTIONS TO BETTY BY NOVEMBER 10TH BASED ON COMFORT, MENU QUALITY, COST AND DISTANCE BOOK APPROVED FACILITY AND ASK CHRIS TO SIGN THE CONTRACT, PAY THE DEPOSIT AND FINAL INVOICE SET UP A REGISTRATION SYSTEM FOR CHORUS MEMBERS INCLUDING MEETING PRESENT A PROGRESS REPORT FOR DECEMBER MANAGEMENT TEAM COMMUNICATE THE REGISTRATION PROCESS, ACCOMMODATION AND MEAL OPTIONS, CARPOOL AND PAYMENT REQUIREMENTS TO CHORUS MEMBERS FINALISE ROOM AND MEAL NUMBERS WITH THE FACILITY, ALLOCATE CHORUS MEMBERS TO ROOMS AND CONFIRM ALL ARRANGEMENTS BY EMAIL WITH EACH MEMBER AND CHIES BY 15/1/20 ARRANGE RISER TRANSPORT AND EXTRA HELPERS TO SET UP AND PACK UP MEET AND GREET CHORUS MEMBERS ON SITE SAFETY AND FIRST AID BRIEFINGS LIASE WITH CATERING STAFF AS REQUIRED SUPERVISE PACK UP
OBJECTIVES	<ul style="list-style-type: none"> HEALTHY POOD, SPACIOUS REHEARSAL VENUE, COMFORTABLE AND CLEAN BEDS. NEEDS TO BE BETTER THAN 2019 VENUE. 1.5-2 HR DISTANCE FROM REHEARSAL VENUE

- Start to finish
- Importance of feedback / sense checking
- Important to be clear about their role in closing out the project, tying up loose ends, doing a 'lessons learned' and filing for future reference.

Proactivity



- Volunteer for roles and tasks 'in your wheelhouse'
- Be honest about your skills and experiences and if you have any gaps
- Say what your preferred working style is – independent, work in a team, hands-on/practical, thinking/researching
- Explain what you hope to gain from it – refer to the 'WIIFT' slide
- Ask who and when you need to report to, check-in with, interact with, seek approval from
- Ask about the time commitment, deadlines and any milestones
- Ask if you need to break down a bigger task into steps and a schedule, or if you'll be given this
- Ask if it's ever been done before – what went well, what didn't – who worked on it and if there's a file on it

So, let's look at the other side of delegation - what steps you can take and questions to ask to be successful when you've been delegated a task. There's a lot you can ask and communicate about that will set you up for success.

Using technology



- Messaging
- Email
- Shared calendar
- Team collaboration workspace
- Project/task planning
- Knowledge management
- Document and file sharing
- Video meeting



Talk to the need to collaborate, share and capture knowledge and history to streamline future projects etc. This could be a session all of it's own but I want to highlight them today and take a poll for who is using them.

Talk to the list on screen.

POLL – who is regularly using these technologies?

Choir Genius/Groupanizer

HarmonySite

Office 365

Google Drive

Microsoft Teams

Dropbox

OneDrive

Box

Trello

Facebook

WhatsApp

Slack

Talk to the need to train people, build confidence in learning new ways rather than inefficient, independent ways. Better for the management team to decide on the

technologies that help them have consistent line of sight to progress of projects and ability to provide input, answer questions and do approvals.

Breakout discussion



- Let's head into breakout rooms.
- Once you get into your breakout rooms introduce yourselves to each other.
- Select someone to act as scribe, and a spokesperson for the group.
- Then **choose your own scenario about a delegated task that went off track.**
 - What went wrong?
 - What would you do differently in future to ensure the right tasks are delegated to the right people in the right way?
- You will have 15 minutes for a discussion then be returned to the main group.
- You can call for assistance from the breakout room if you need us.
- Your group spokesperson will share thoughts from your discussion with everyone upon return to the main group.

Ideas from Group Discussion



Group 1

- Finding the right person for the right job is important.
- When the delegated task gets passed on again, sometimes the people at the end of the chain do not have the expected skills to do the job.
- Importance of passing on the necessary information for a task to be executed is critical.
- Organise your thinking before you delegate the task on.
- Liked the idea of creating a brief.

Group 2

- Challenges of delegation in a small chorus - others are possibly already busy with their own tasks and projects.
- Being part of a large and well established team helps, lots of skills to draw on. Smaller choruses may need more time and to consciously build the skills in the team.

Group 3

- Too many people doing the task without a leader – someone needs to direct the effort.
- Having a written brief would be helpful.
- Website migration task – there's an upfront requirement with specific skill then someone else can be trained in the ongoing role of keeping it up to date and fresh.



Show appreciation for progress and effort, remember to celebrate the success and acknowledge people in ways that suit them. Some don't like big fanfare in front of the chorus, others crave it.

The group of 5/12/20 said these are the ways they show appreciation and celebrate success:

- Celebrate birthdays every week with a song
- Highlight members achievements/efforts in chorus notes and messages
- An appreciation trophy
- Annual Awards
- Include updates and thank you's in weekly notes
- Yearly awards from music team
- Yearly award for Spirit
- Awards, small gifts, thank you cards
- Coffee appreciation card at selected Cafe
- Sing special songs
- Acknowledge new grandbabies
- Certificates at the end of the year
- Verbal and written thanks each week in notices

Summary of today's session



1. There are simple steps, when done at the outset, sets people up for success and saves time
2. Asking people about their motivators helps you find the right role for them
3. Your leadership style needs to adapt to the person and situation
4. Managing expectations, documentation and clear communication are essential elements for effectiveness from the start, right through to closing a task out
5. Technology gives visibility to all involved, cuts down time and minimises risk
6. Appreciate effort and progress, celebrate success!