



Cell Name: Delegation is a Leadership Skill

Session Length: 45 Minutes

Through this session, you will:

- Explain** – the importance of delegation
- Demonstrate** – how to make delegation effective
- Guide** – our participants in mastering these skills
- Enable** – them to take these skills back home

Learning Outcomes: [create a brief list of what participants should take away with them]

- The Advantages, Disadvantages and Pitfalls of Delegation
- Clarity of Delegation
- Delegational Leadership and Generational Communication
- Leadership and Followership

Theme Connection:

The theme of NOAC 2018 is “Decide Your Destiny,” emphasizing the message that today’s decisions shape tomorrow’s reality. This session will relay this theme in the following ways:

- By Embracing Delegating Skills
- By Communicating Clearly
- By Becoming a Leader by Becoming a Great Follower

This session will help the ****Lodge/Chapter/Section**** with the Journey to Excellence Requirement(s): Quite possibly all the requirements because delegation is a tool you can use to complete the Journey to Excellence as a team.

Required Materials: [tailor specifically for this session after the syllabus is done, e.g. handouts, flipcharts, projector, screen]

- Handouts
- Flip Chart
- PowerPoint Presentation (projector and screen)
- Chalk



TRAINER PREPARATION ...

1. Review information in this syllabus and PowerPoint Slides.
2. Update and personalize the PowerPoint slides to fit your presentation.
3. Prepare Flip Chart Pages or use Chalk Board or Dry Erase Board prior to presentation.
4. Ensure you have adequate writing markers, chalk, erasers, video projector, and video screen.
5. Make sure your electronics can show the PowerPoint including imbedded video clip which requires access to Wi-Fi capability. Have back-up plans
6. Make an adequate number of Questionnaire Handouts so that each member of the audience receives a copy of both questionnaires.

Session Narrative

Introduction

5 minutes

(Slide # 1) Hello, my name is _____ and my qualifications to present this topic are _____

Trainer Instructions: Have prepared notes ready for your personal introduction.

(Slide # 2) By taking this training session, you should be able to understand the Advantages, Disadvantages and Pitfalls of Delegation, Discuss the importance of delegation, communicating clearly, communicating to your team, and understand the Leadership/Followership continuum.

(Slide # 3) Ronald Reagan Quote

(Slide # 4) In session one you will explore the 10 steps for effective delegation. In the other delegation session, you will discover how to take these skills and apply them to tasks in your Troop, Lodge and/or Section.

(Slide # 5) In the other delegation session you will be exploring how to take these skills and apply them to tasks in your Troop, Lodge and/or Section with an interactive game.

Trainer Instructions: Have flip charts prepared with headings. You may want to have some one help writing class suggestions on the chart.



Advantages and Disadvantages of Delegation

7 minutes

(Slide # 6) Please, quickly get in groups of 3 to 5 and take 3 minutes to come up with your idea of advantages and disadvantages of delegation.

Trainer Instructions: Take one suggestion from each group and write them on the flip chart and go to the next group and so forth. Compare them with what is on the slides. Before going to the disadvantages

(Slide # 7)

(Slide # 8)

Reasons Why Leaders Delegate and Reasons Why Leaders Don't Delegate 15 minutes

(Slide # 9) Now let's go through the same process with why leaders delegate and will not delegate to their team.

(Slide # 10)

(Slide # 13)

(Slide # 12) The main reason that delegation breaks down is because of Clarity.

Clarity of objective - What exactly is it that needs to be done? Is an assignment as clear as it ought to be?

Clarity of responsibility - Without a clear project *lead*, what you've mostly been handed is a recipe for confusion.

Clarity of time – When does it need to be done.

Clarity of communication - So often what is intended to be communicated by one person is not actually what is perceived by the other. So often projects (and relationships, for that matter) founder on the shoals of faulty communication.

We must improve on these skills within our teams to make it work. You have work at using all parts of Aristotle's communication model, so your team has a chance of succeeding to the highest point it can.

Generational Communication/Delegation

5 minutes

(Slide # 13) Leadership structure in business is different than Boy Scouts. In business, the leader tends to be more seasoned. With this in mind, who do you think is the leader who successfully lead their team in the picture on the right? (ask for input and their reasons) Possible Answers; 1. Old Guy in Front, 2. Old Guy in Back, 3. Older Lady in Middle, or 4. Guy taking the picture.



For my money the answer is either 3 or 4. The old guy up front and quite possibly the older guy in the back want to be seen. The older lady who probably has the experience is blending into the team. Her success is the success of the team. The guy taking the picture, might be the better answer because he is giving the success of their project totally to the team. In Boy Scouts we have youth leadership, under the guidance of select capable adults. A little different picture, but the same rules apply.

(Slide # 14) In Scouts, we have many similarities and differences when it comes to communicating well with each other. I know most of you have been to other talks on communications challenges with respect to your age group.

(Slide # 15) This chart gives a good clear indication of the wide and varied differences in how we like to learn.

(Slide # 16) We are using our phones and mobile devices for an incredible amount of time each day. The chart here shows that we spend on average of over 4 hours per day.

(Slide # 17) As expected this chart shows that younger people use their phones and mobile devices more than older people, but a significant number of older people use newer technology.

(Slide # 18) And we are doing almost everything we can on these devices.

(Slide # 19) The bottom line, if you want to lead across generations, if you want your team to succeed at delegated tasks, as a leader, you have to communicate with your team members every way you can and with clarity, even when you are not comfortable with a mode of communication.

Ask the members of your team what is the best way to communicate with them. Which form of communication to they actually use.

- I advised a youth once that said, “send me emails, that works”. Well it fit my type of communication perfectly, I was happy. After not communicating well for several months, I found out he only looked at his emails once every week or so, but he texted all the time. He thought he could change his communication behaviors but that did not happen. That’s when I learned to text. I learned to text because I wanted to be an integral part of that youth’s leadership. I wanted to do anything I could to help that youth succeed. So I learned to text. You have to be aware of these gaps in communication, and as the leader you have to be the change agent. As a follower you should communicate every way you can. As a leader you must.
- You also have to be willing to try new things and become a dynamic leader. You have to be willing to change your behaviors and enable your team to change as well.
- Become a Life Long Learner. Strive to learn new things and adapt them to your thought processes. Remember, if you are not moving forward, you are moving backwards.



- In order to be an effective leader across generations, you and your team have to have fun. Make working on your team fun. Get Pizza, play games, empower your team members to get to know each other's strengths and weaknesses. Share each other's passions. You will be surprised at how much you have in common. Having fun helps ensure ownership of your task and helps you enjoy the people you are with. It is the key to having a high performing team.

Leadership and Followership minutes

10

(Slide # 20) Followership is a part of the leadership growth cycle. We all have a seat on this bus. To be a great leader or follower, you must be trustworthy; do what you say you will do. Don't Lie! To be a great leader or follower, you must project and inspire confidence in your followers without being arrogant.

- To be a great leader or follower, you must be an enlightened learner. Open your mind and constantly learn, Great Leaders train Followers to become Great Leaders.
- To be a great leader or follower, you must be tenacious in your approach to your and your team's tasks. You have to have an impeccable work ethic. Remember that tenacity and grit are great attributes, but don't be stubborn. When it comes to leadership, honesty and grit trumps talent. In other words, it pays to work hard.
 - It requires zero talent to be on time, be prepared, put energy in, have a good attitude, and do more than you were asked.
 - Never feel something is beneath you. It isn't. If it's something that has to be done, do it.
 - Being a good follower will open the door to your own future leadership role.

(Slide # 21) That still leaves us with the question "Who is in Charge?" and does your team follow with passion.

(Slide # 22) (Video) The following short video will help us understand these delegation dynamics.

(Slide # 23) As a result of proper delegation, you as the leader get the results you were after, and you as the follower gain knowledge and experience. That's delegation with development. That's our goal. That's a win-win situation.

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Takeaway Challenge

3 minutes

(Slide # 24) It's up to you to decide if you can effectively use delegation in the dynamics of leadership within your lodge. But first I would like you to use the two following Questionnaires to help you as you try to master the leadership skill of delegation.

(Slide # 25) First, how do you rate your delegations Skills? You should use this several times over time as you continually try to improve.



(Slide # 26) Second, how do others rate you. This can be a hard thing to do. Use the Start Stop Continue tool. And remember, feed back is a gift. Use it to become a better delegator.

Appendix: Resources and Source Material

[Insert materials as appropriate, for example:]

- The Secret To Effective Delegation Victor Lipman, contributor Forbes Magazine <http://www.forbes.com/sites/victorlipman/2013/06/03/the-secret-to-effective-delegation/>
- The Importance of Delegation, available online at http://www.managementstudyguide.com/importance_of_delegation.htm
- From Introduction to Leadership Skills for Crews-Delegating , available online at <http://www.venturing.org/assets/ilsc.pdf>
- The Leadership Mind Switch; DA Benton and Kylie Wright-Ford
- How much time people use their phones available online at <https://hackernoon.com/how-much-time-do-people-spend-on-their-mobile-phones-in-2017-e5f90a0b10a6>
- Volunteerism for the Next Generation – Web Training Series Kansas State University Agricultural Experiment Station and Cooperative Extension Service <http://www.kansas4-h.org/resources/4-h-library/4-h-clubs/strengthening-clubs-1/docs/effective-delegation.pdf>
- Delegation Questionnaires



Delegation Skills

Rate your own delegation skills by using this checklist.

SKILLS IN DELEGATING AND COORDINATING	I do	I don't	I'm going to work hard on this one!!
I clearly define the role to be done.			
I clearly define responsibilities and accountability procedures.			
I usually develop clear role descriptions or work assignments in writing.			
I develop clear time lines and set deadlines.			
I train thoroughly before giving the role.			
I discuss new assignments with the volunteers.			
I keep in touch informally to access progress.			
I establish a routine reporting system.			
I re-evaluate assignments regularly.			
I establish emergency procedures (including ways volunteers can reach me in an emergency).			
I clearly define time requirements of the role.			
I arrange face-to-face meetings occasionally.			
I prioritize tasks and delegate whenever possible.			
I keep clear records.			
I create work teams with complementary personalities			
I support and motivate the volunteers.			
I plan and prioritize time carefully, so I am free to spend time with my volunteers.			
I say NO when it's appropriate.			
I establish rapport with my volunteers, so they will feel comfortable asking for help and share difficulties.			



Rate Yourself as a Delegator	
Give from 0 to 7 points on each of these delegation skills. (0 is low and 7 is high)	
Pre-delegation Skills	Score
Clearly defining the task, role or job to be done and what can be delegated.	
Matching tasks or assignments with people’s abilities and interests.	
Assessing trust levels, communication skills, current work load and competence.	
Prioritizing your own tasks and delegating what’s appropriate to best accomplish the work, and to help others gain exposure, experience and growth.	
Interaction Skills Score	
Clearly describing the assignment.	
Determining and offering helpful resources	
Determining levels of authority and responsibility to give with the assignment and communicating them clearly.	
Assessing relationship’s impact and creating an atmosphere conducive to communication.	
Using a meeting location and time period conducive to discussion. Do you allow enough time?	
Conveying trust, support, and concern for the person.	
Authority-giving Skills Score	
Giving freedom to make decisions . . . holding people accountable for results more than methods.	
Giving authority to carry out responsibilities.	
Acknowledging authority given with actions, and words, among other staff and clientele.	
Follow-through Skills Score	
Making sure there are adequate resources, authority and support during the work process?	
Showing continued interest in effort and progress, by conducting pre-scheduled reporting sessions.	
Balancing freedom, support and structure?	
Rewarding consistent competence with autonomy.	
Total Score	
Congratulate yourself if you scored 91 or more points. If not, keep reading, re-thinking, practicing good delegation skills, and watching other good delegators in action!	
<i>Volunteerism for the Next Generation – Web Training Series Kansas State University Agricultural Experiment Station and Cooperative Extension Service</i>	