



worldoutreach
SCHOOL OF LEADERSHIP

SERIES FOUR

MODULE TWO: DELEGATION



Outline Session 1 - 3

1. Delegation (Part 1)
2. Delegation (Part 2)
3. Delegation (Part 3)

SESSION ONE: DELEGATION (PART ONE)

Effective leaders get things done through other people. According to Ephesians 4:11, one of our roles as Christian leaders is to equip and mobilise people to do what they are called and gifted to do. A practical way in which we do this is through delegation.

Every leader has limitations to their skills, capacity and time. A key to multiply the effectiveness and scope of a leader's ministry is delegation.

TWO KEY BIBLICAL EXAMPLES

1. Moses (Exodus 18:13-24)
2. Jesus (Luke 9:1-5; Luke 10:1-17)

DEFINITION OF DELEGATION

'Delegation is the empowering of others through training (equipping) and investing authority to carry out set tasks, roles or responsibilities.' It is the giving of responsibility to somebody else – the assigning of some power, responsibility or work.

BENEFITS OF DELEGATION:

- A leader's efficiency and effectiveness can be multiplied
- A team can accomplish more
- People become involved and develop a sense of ownership of the vision
- People are mobilised for ministry and begin to fulfil their potential
- People's lives and gifts are developed
- The team leader can then focus on the important 'big picture' tasks

PRACTICAL STEPS IN DELEGATION

1. Clearly define the task, role or responsibility we need to delegate

A first step in delegation is for a team leader to clarify in their own mind (or the decision-making group), the task, role or responsibility to be delegated.

This should include:

- The expected results or outcomes
- How the task might be approached
- Sub-tasks within the overall task
- The limits of authority
- The necessary timelines
- How you will know the task is done
- What resources will be required
- What training may be necessary

2. Select the right person for the right task, role or responsibility

A second step in delegation is to prayerfully, consultatively & thoughtfully select the right leader for the right task based on their competencies, character and qualities.

Competencies – look for a person whose competencies correspond with the task, role or responsibility.

Character – any delegate should have the one qualifying quality for anyone serving in Christian leadership: godly character.

Qualities such as teachability, faithfulness, proven commitment to the local church, relational, shared doctrinal values

3. Define the borders of authority and responsibility

A third step in delegation is to establish the scope of their authority and clearly define their responsibilities. In simple terms, they should know exactly what they're supposed to do, who they relate to about what, and what authority they have.

Ideally, it should be written on one page in simple, easy-to-understand language and detail the following:

- Expectations and requirements, including character and behavioural standards
- Specific details of their responsibilities
- Accountability – who they are responsible to and for
- Communication lines – who they relate to about what
- Organisational structure – how to relate to everyone else involved (up / down / sideways)

4. Conduct a thorough briefing

A fourth step in delegation is to set aside adequate time with the person in private to clearly communicate their tasks and responsibilities.

The following things would need to be covered and communicated:

- The scope of the task
- Specific results to be achieved
- The time schedule and deadlines
- The available resources
- Authority needed to carry out the role
- How performance will be measured
- Sensitive or risky aspects of the task
- Reporting procedures
- Who's who and who does what in the church or ministry
- Your confidence in the person

Seek and encourage questions to eliminate any potential confusion or ambiguity. Ensure people know what's expected of them and who they relate to about what.

SESSION TWO: DELEGATION (PART TWO)

To increase our ministry effectiveness, we have to delegate tasks and responsibilities.

Last time, we noted an initial 4 (of 10) steps in delegation:

1. Clearly define the task, role or responsibility we need to delegate
2. Select the right person for the right task, role or responsibility
3. Define the borders of authority and responsibility
4. Conduct a thorough briefing

Let's continue...

5. Delegate appropriate authority

A fifth step in delegation is the investing of appropriate authority. Proper delegation of responsibility requires the investing of authority (Luke 9:1, 10:1; Heb. 13:17).

People being delegated a task or role need to understand the nature of spiritual authority:

- Its source is God's authority through Christ (Matt. 28:18)
- Its motivation is to serve (Mark 10:42-45)
- Its purpose is to build up (2 Cor. 13:10)
- Its goal is to lead people into the fullness of God's purposes *in* them (Christlikeness) and *through* them (mission / ministry)
- Its responsibility must be exercised correctly (Heb. 13:17)

In investing authority, the delegate will need to understand the *scope* (borders) of their authority:

- What they can do and can't do
- What they are responsible for and not responsible for
- What issues need to be communicated to the appropriate people (upwards and sideways)
- Who they are responsible to
- How to humbly, responsibly and conscientiously exercise their authority

The key in delegating authority is to *communicate* and *explain* it clearly to the delegate and any appropriate people.

6. Allow the person to carry out their role within the parameters of the task

A sixth step in the process of delegation is to empower the delegate to approach the task or role their own way (within the defined parameters of their authority). There is not usually one best way to tackle a task or fulfil a role. *How* your delegate does the task or role should be left to them.

However, allowing a delegate freedom to approach their task or role freely will take time *and* trust. In the initial stages, it would be wise for the team leader *and* delegate to discuss how they plan to approach their task or role. The goal of this discussion is to have mutual understanding and mutual agreement for the way forward.

This freedom to shape the role their own way will be governed by the following:

- The level of trust the team leader has in the delegate (and vice versa)
- The level of experience and confidence of the delegate to carry out the task
- The nature (scope and scale) of the task and role

7. Appraisal and accountability

A seventh step in delegation is to establish mechanisms to appraise the delegate's performance, productivity and personal progress.

The team leader must lovingly and constructively conduct honest and comprehensive appraisals and feedback. As the old adage goes: 'People often don't do what we *expect*; they do what we *inspect*.' The purpose of such appraisals is not just the effective accomplishment of a task, but also the *development* of the delegate.

It is best to *agree* on the way in which these appraisals will take place. Here are some suggestions for what type of things can be discussed in the appraisal:

- How are they going in fulfilling their task or role?
- How are they personally?
- Are the goals being achieved?
- Are they leading or functioning effectively?
- Is everything in harmony with the church's overall vision?
- What have been their biggest challenges?
- What are areas for improvement?
- How can you, as team leader, help them?

Feedback, however, should be two way. Not only should a team leader have the freedom and right to provide positive or corrective feedback, but the delegate should also be able and encouraged to speak freely and openly (without fear of reprisals or rejection) about strategic ideas or areas of concern.

8. Communicate to the appropriate people

An eighth and ongoing step in delegation is to communicate to the appropriate people at the appropriate time.

When delegating a task or role to a person, always advise the relevant people by asking:

- Who needs to know?
- Who needs to know by when?
- Who is the best person to tell them?
- What is the best means to tell them? (e.g. email, public meeting)
- Take time to listen to any feedback and respond accordingly

Generally, the process of delegation will involve communicating to the following people:

- To the person being delegated – this would be first and foremost
- To those directly affected by the person's appointment (such as other team members)

- To the concentric circles of leadership within the church
- To the whole church or ministry/organisation

A key to effective communication is to maintain ongoing lines of communication.

SESSION THREE: DELEGATION (PART THREE)

So far in this module, we've covered 8 (of 10) steps in how to delegate:

1. Clearly define the task, role or responsibility we need to delegate
2. Select the right person for the right task, role or responsibility
3. Define the borders of authority and responsibility
4. Conduct a thorough briefing
5. Delegate appropriate authority
6. Allow the person to carry out their role within the parameters of the task
7. Appraisal and accountability
8. Communicate to the appropriate people

Let's conclude...

9. Personal development

A ninth step in delegation is to maximise the delegate's potential in leadership through personal development. There are many ways we can do so:

- Mentoring
- Sending them to attend specific (targeted) conferences
- Provide reading material or clips to watch that are relevant for the development of their life and/or leadership
- Provide training for the whole team on key topics
- Encourage them to do formal Bible study or ministry training
- Provide them with opportunities to exercise their ministry and provide feedback
- Provide fresh and stretching challenges

10. Model delegation so the delegate knows how to delegate others

A tenth and final step in the process of delegation is to delegate in such a way that those to whom we delegate are empowered to do so to others.

Here is a synopsis of six stages of the 'Delegation Cycle':

- A. Directing phase - I'll do it. You watch. We talk.
- B. Participating phase – I'll do it. You help. We talk.
- C. Coaching phase - You do it. I'll watch. We talk
- D. Supporting phase - You do it. I'll help. We talk.
- E. Releasing phase. You do it. Tell me what you've done, how you went.
- F. Delegating phase – Do it!

To this, a seventh stage would be added:

- G. Reproducing phase. You do it. Someone else watch. Repeat the cycle.

Team leaders need to delegate effectively so the delegate knows how to delegate to others.

J Oswald Sanders suggests that a leader '...who is successful in getting things done through others is exercising the highest type of leadership'.

CONCLUDING THOUGHTS ON DELEGATION

Most leaders get it wrong the first time and make mistakes along the way.

Common mistakes:

- Choosing the wrong person for the wrong task
- Delegate too much or delegate too little
- Over-supervise or under-supervise (too hands-on or too hands-off)
- Delegate responsibility but don't delegate authority
- Don't adequately train the delegate
- Don't communicate effectively

Similarly, most delegates make one or some of the following mistakes:

- Too timid or too brash
- Too afraid (or proud) to ask for help
- Don't know or understand what is required
- Don't know how to carry out the task so don't tend to do anything
- Don't know how to relate well to people
- Become paralysed by mistakes

Treat any foul up as a learning experience by discussing the following questions with them:

- Did you understand the task or role clearly?
- What did you do right?
- What did you do wrong?
- What would you do differently next time?
- What lessons have you learnt about yourself and your leadership?
- How will this make you a better leader?
- Do you feel you need further training in any area?
- How could I, as team leader, have helped you further?

Delegation is an investment of time

Delegation is one of the greatest investments of time we can make because it develops people, empowers people, mobilises people and multiplies our ministry effectiveness.

Start now!

REFERENCES IN THIS MODULE:

Neil Flanagan and Jarvis Finger, **JUST ABOUT EVERYTHING A MANAGER NEEDS TO KNOW**, Brisbane, Australia: Plum Press, 1998.

Oswald Sanders, **SPIRITUAL LEADERSHIP**, Chicago Ill: Moody Press, 1981