



The A.R.T. of Delegation

Presented by:

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A

A = Accountability

The A.R.T. of Delegation



The A.R.T. of Delegation

A = Accountability

R = Responsibility



The A.R.T. of Delegation

A = Accountability

R = Responsibility

T = Trust



DELEGATION DISCUSSION

- Why should we delegate?
- Why don't we delegate?
- When should we not delegate?
- What's the biggest barrier to delegating?



Leadership Styles

Source: [Leadership Styles in Management](#)



Director

Goal-oriented

Emphasis on
bottom line

Makes quick
decisions

Willing to
take risks

Pursues big,
risky challenges

Makes abrupt
decisions

Lack of esprit
de corps

Lack of
communication



Thinker

Fact and
process-oriented

Emphasis on
precision

Data
dependent

Lots of quality
control

Linear thinking

Unwilling to
take risks

Tends to miss
deadlines

May not focus on
the big picture



Expresser

Idea-oriented

Emphasis
on people

Entertaining,
fun

Willing to take
risks

Lots of ideas,
goals

Lack of clear
priorities

Difficulty with
follow through

Hard to gain
commitment



Harmonizer

Avoids conflict,
change

Relationship
oriented

Emphasis
on team

Fun, warm,
friendly

Loyal to the
cause



Makes decisions
slowly

Not clear about
purpose, goals
Tendency toward
bureaucracy



How Do They Delegate?

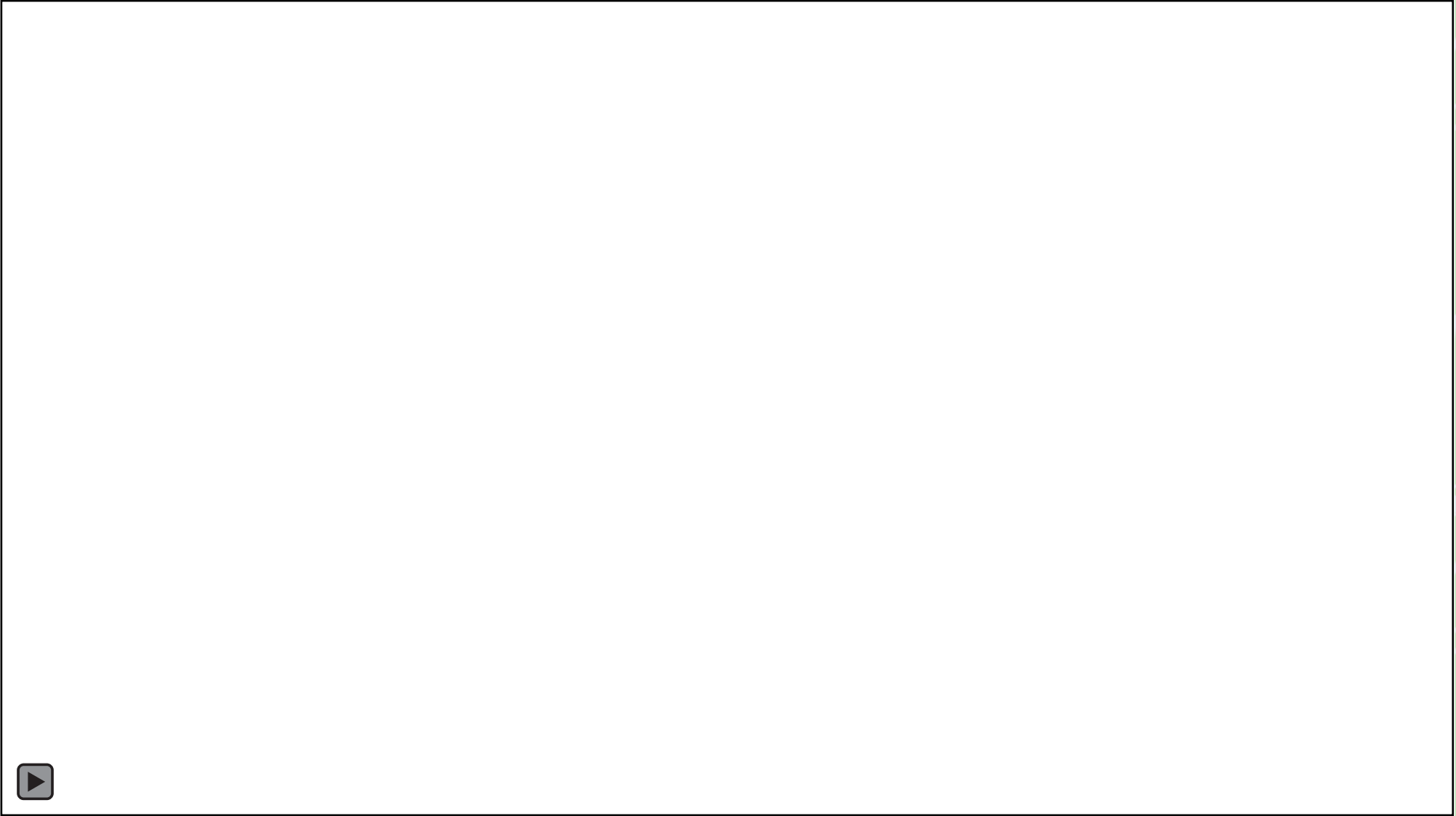
	Making Accountable	Giving Responsibility	Granting Trust (Authority)
Director	Yes	Yes	No
Thinker	Yes	No	Yes
Expresser	Yes	Yes	Yes
Harmonizer	No	Yes	Yes

needs to commit to a specific set of outcomes and deadlines

Finding the Right Person

- Assign task to appropriate leadership style
- Skills assessment
- Start with small tasks
- Desire/motivation to serve





Delegation Contract

- Set standards/describe results
- Define level of authority
- Identify budget and/or calendar restraints
- Deadline for completion
- Intermediate checkpoints
- Written documentation
 - Expectations
 - How it will be measured



Successful Delegation

- They know what you want
- They have the authority to achieve it
- They know how to do it
- They are allowed to make mistakes



Delegation Exercise

- What is the task?
- Appropriate leadership style?
- Task rewards?
- Timelines?
- Training needed and how provided?
- How will task be presented to the potential candidate?



And Finally...

- Provide timely feedback
- Check-in
- Accept others' perspectives
- Recognize/reward

