

“Meet the Pros” NCSA 2016

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Delegating and Maintaining Performance...

Remember to delegate responsibilities, not just tasks. Members of your organization are much more likely to do the job successfully if they are given the responsibility to do it completely.

There are three important steps for delegation:

1. INITIAL AGREEMENT

- Establish a clear understanding of what is expected
- Specify desired results
- Go heavy on guidelines, light on procedures
- Mention all available resources

2. SUSTAINING THE PERSON TO WHOM RESPONSIBILITY IS DELEGATED

- Remove obstacles
- Support actions and decisions
- Don't supervise methods and means
- Maintain trust
- Provide vision, training, and FEEDBACK

3. THE ACCOUNTABILITY PROCESS

- Encourage the students to self-evaluate based upon results and performance
- Give final feedback - focus on positive changes to make in the future, instead of negative instances that occurred in the past while the responsibility was being fulfilled.
- Say *Thank You!!*

As you will see, delegating and maintaining performance among project participants are very closely related. The following are some tips for you to follow to maintain performance of your students to whom you have delegated responsibilities:

- ✓ Be accessible
- ✓ Encourage participants
- ✓ Nurture group members
- ✓ Facilitate the planning process and activities
- ✓ Project an affirmative attitude

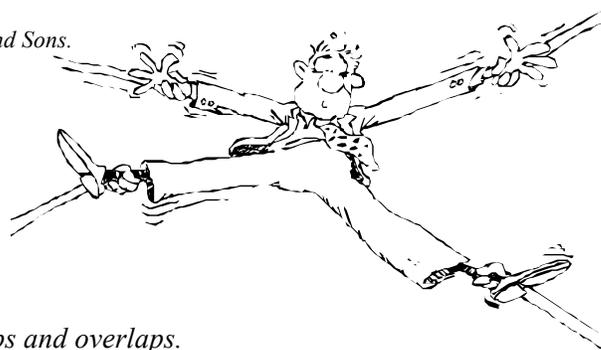
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M. Witt & J. Kendrick, *Project Planning and Delegating-SHW/92*.

Principles Of Delegating...

- Take your time in selecting the right person for the job.
- Delegate the fun and good jobs as well as the not so fun things.
- Be realistic in your time schedule when you delegate.
- Delegate specific tasks with specific results. Try and avoid gaps and overlaps.
- When you delegate, delegate the whole! Don't be constantly “looking over someone's back”. If you have given time and thought into your delegating, the person you selected should be able to carry out a task without interference.
- Delegate gradually. Allow others the chance to succeed and then move them on to bigger and more challenging things.

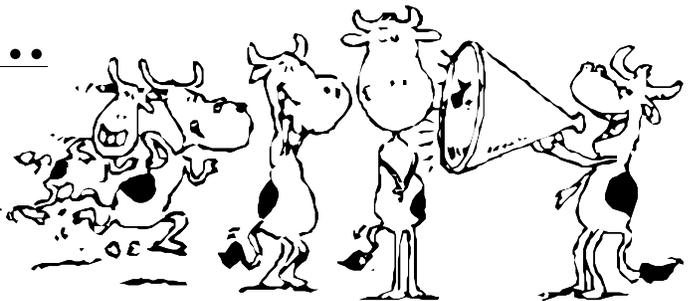


Ten Commandments For Delegating...

1. Thou shalt involve people in setting their own goals.
2. Thou shalt suggest tasks that meet the talents of the person.
3. Thou shalt involve as many group members as possible.
4. Thou shalt clearly define the person's responsibilities.
5. Thou shalt let the person know how important their responsibility is.
6. Thou shalt delegate everything except the final responsibility.
7. Thou shalt set progress times and dates to help people monitor their progress.
8. Thou shalt evaluate tasks for future reference.
9. Thou shalt thank everyone who helped.
10. THOU SHALT HAVE FUN!

Tips for Student Leaders...

- Remember that there are no easy solutions.
- Always have a Plan B.
- Look for the positive; deal graciously with the negative.
- Set realistic deadlines for yourself and others.
- Make decisions at the lowest possible level.
- Take solutions, not problems, to the authority.
- Remember, decisions are no better than the information on which they are based.
- Never call a meeting just to call a meeting.
- State your expectations clearly, in the beginning.
- Most major jobs can be broken down into manageable tasks.
- Face mistakes, accept responsibility, and move on.
- Always date and identify any materials you prepare.
- Always keep at least one copy, if not the original, of any material you prepare.
- Do more than one thing at a time when little thought is required.
- Conflict should be resolved, not avoided.
- People rise to a challenge, if it is given.
- Never approach a project with a negative result. Think positively!
- Seek help from other qualified people.
- Develop leadership in the members of the group.



Cherry Wunderlich, Montgomery County Council of Parent-Teacher Association, 1985]

*Always consider how your behavior will reflect on the group
you represent.*

*Never forget individuals...even when dealing with the group
as a whole.*

*Always be honest with yourself and with the group about
personal limitations. Do not over-extend yourself!*