

# Welcome

We will begin at 7:30 p.m. Central Time.

Call in for audio. You need to register  
and phone number.



[Register here](#)

# Delegation

# What is effective delegation?



Type in the chat box



Press 1 on your phone

**Effective delegation** is  
managing by distributing  
responsibilities and  
communicating clearly.

# Goals

- 1 Understand what makes a great manager and the characteristics of effective management
- 2 Be able to manage fellows by delegating effectively and engaging in collaborative management
- 3 Feel comfortable accomplishing success by managing your team effectively

# Agenda

## Bad, good, and great managers

The delegation cycle

Practice the delegation cycle

Debrief and Close

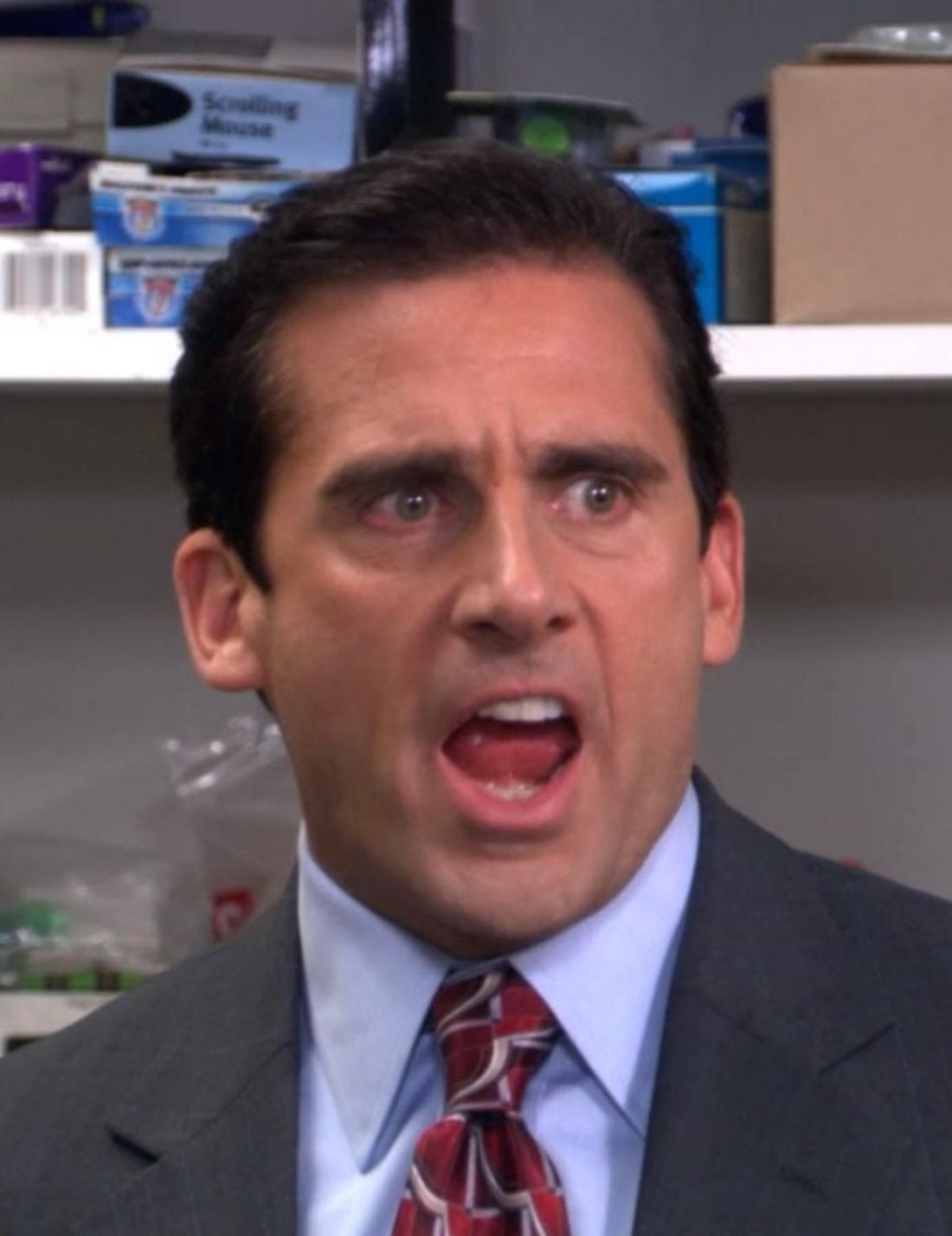
# From your experience, what makes a bad manager?



Type in the chat box



Press 1 on your phone



**Bad managers**  
tell people what  
to do.

# Qualities of a Good Manager

- Explains the “why” and explains the reasons behind goals and team actions
- Helps team members find resources to deliver on their tasks or goals
- Is aware of learning gaps among team members and assesses need for training

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# Qualities of a Great Manager

- Sets time to strategize as a team
- Asks questions to assess needs, instead of determining alone
- Asks team members for input
- Institutes regular check-ins
- Includes repeat backs at the end of every meeting



**Great managers  
involve people.**

# Agenda

Bad, good, and great managers

**The delegation cycle**

Practice the delegation cycle

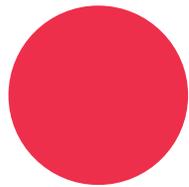
Debrief and Close

# The Vicious Cycle

Guide More  
Do Less

---

Do  
everything  
yourself



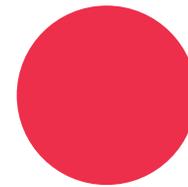
Ask  
someone  
else to do it

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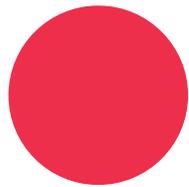
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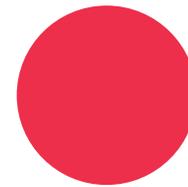
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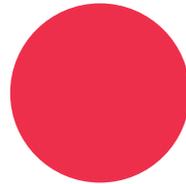


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# Why Delegate?

- 1 One person cannot do everything
- 2 Helps empower your leaders
- 3 Personal growth for the leaders and members
- 4 Create ownership among team members

# The Delegation Process

- **Agree on expectations:** Ensure that your team member understands what it is they need to achieve.
- **Stay engaged:** Make sure that the work is on track to succeed before it's too late.
- **Create accountability and learning:** Reinforce responsibility for good and bad results, and draw lessons for the future.
- **Adapt:** Situational leadership!

**Do you ever feel like  
you ask someone to do  
something like this ...**



**But instead you get this?**



**Nailed it**

**THE DELEGATION PROCESS:**

**Step 1: Agree on  
expectations**

**WHAT**

**What does success look like on this?  
What is the desired outcome?**

**WHO**

**Who should be involved?**

**WHEN**

**When is the project due?**

**WHERE**

**Where might the team member  
go for resources?**

**WHY**

**Why does this work matter?**

A young man with short dark hair, wearing a grey zip-up sweater over a light-colored collared shirt, is seated at a table and speaking. He is looking towards an older woman on his left. The woman has short grey hair, wears glasses, and a yellow top. They appear to be in a meeting or classroom setting. The background is slightly blurred, showing other people and what looks like a whiteboard or screen. The overall lighting is soft and indoor.

# The repeat-back

**So that you get this  
when you ask for it ...**



**Instead of this ...**



**Nailed it**

# How can we make sure repeat-backs are not awkward?



Type in the chat box



Press 1 on your phone

# Agenda

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**Practice the delegation cycle**

Debrief and Close

# 15 minutes

## Roleplay

5 W's:

1. WHAT
2. WHO
3. WHEN
4. WHERE
5. WHY

- **Working with a partner, think about a task you need to delegate to a member of your team.**
- **Roleplay with your partner on the scenario where you agree on expectations using the 5 W's.**
- **Make sure to close the role-play by repeating back.**
- **Switch off!**

**THE DELEGATION PROCESS:**

**Step 2: Stay  
engaged**

# Staying Engaged

- Even long after a discussion and repeat back, team members might deliver different results than what you expect.
- The most common way managers fail at delegating is by not staying involved to check on progress.

**THE DELEGATION PROCESS:**

**Step 3: Create  
accountability and  
learning**

# Create Accountability and Learning

- Recognize effort and celebrate success.
- Debrief to learn what went well, as well as opportunities for improvement.
- And always remember – don't punish the whole class.

**THE DELEGATION PROCESS:**

# **Step 4: Adapt situational leadership**

## WHAT DO WE MEAN BY ADAPT?

**Delegation will only ultimately yield expected results if the team member is ready to deliver.**

# Adapt – Situational Leadership

## Skill

- Assign projects based on the skill level of the team member

## Will

- Consider what the team member likes or dislikes before assigning the project

## Difficulty/Importance

- Assign your most important and difficult tasks to your most skilled team members



# Agenda

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Practice the delegation cycle

**Debrief and Close**

# Debrief



Type in the chat box



Press 1 on your phone

# Recruitment: Grassroots Tactics

# Goals for today

- 1 Learn best practices for recruiting people to attend your event
- 2 Be able to develop a Hard Ask
- 3 Feel comfortable recruiting for your upcoming event

# Agenda

## Assessing your audience

The Hard Ask

Debrief

Next steps

**You get what you ask for,  
and not much of what you  
do not.**

# The Hard Ask

## 5 Step Formula

1. Know your audience
2. Build urgency
3. Ask for something specific
4. Ask and shut up
5. Be persistent

# Weekly assignment, due April 4:

You fellows will need to draft a recruitment plan and should specify their:

- 1) Attendance goals
- 2) The type of audience they would like to recruit
- 3) The hard asks they can use to recruit their audience

[Download assignment](#)

# Next steps

- Conduct your team meeting and fill-out the report back form.
- Office hours: sign-up for a slot.
- **Save the date:** May 19-21  
Volunteer Leaders Summit
- Review your fellows HW assignments and give feedback.

# OFA Training

**Thank you for joining today's webinar.**

Check the Fellows Manager Bookshelf for a copy of the material covered today, including a video and audio recording of the webinar.

Email [fellows@ofa.us](mailto:fellows@ofa.us) with any questions.