

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

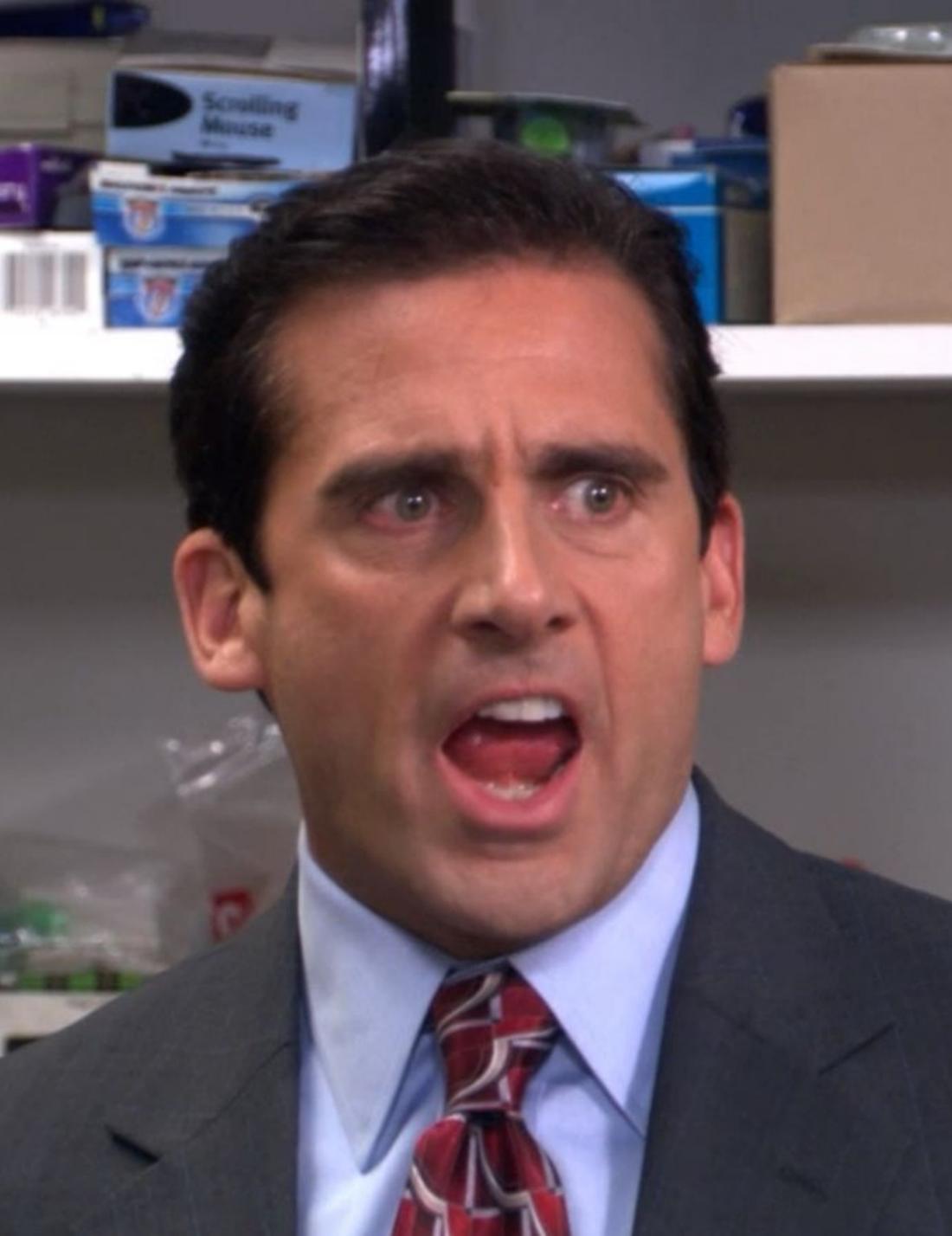
From your experience, what makes a bad manager?



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.**

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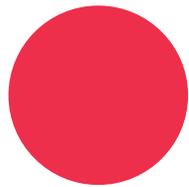
Practice the delegation cycle

Debrief and Close

The Vicious Cycle

Guide More
Do Less

Do
everything
yourself

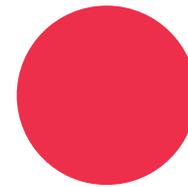


Ask
someone
else to do it

The Vicious Cycle

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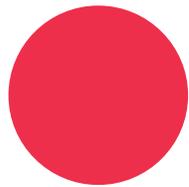


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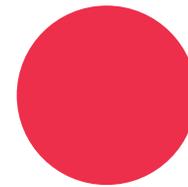


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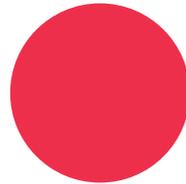
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Why Delegate?

- 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 woman with short grey hair and glasses, wearing a yellow top, is shown in profile on the left. She is looking towards a man on the right. The man has short dark hair and is wearing a grey zip-up sweater over a light-colored collared shirt. He is looking back at the woman with an engaged expression. They appear to be in a meeting or collaborative work environment, with papers and a pen visible on a table in front of them. The background is blurred, showing other people and office furniture.

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?



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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



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Debrief



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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 with any questions.