



## **Hints for Delegation**

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Management of the activity department involves working with and through people. The effective manager is able to assign tasks to others and communicate these assignments in a manner that insures successful completion. Delegation frequently fails however, because the manager does not follow approaches for successful assignment of duties. When duties are assigned to others and their performance does not meet our expectations, common complaints include “I’d rather do it myself if I want it done right,” “I can do it faster myself” “It will take too long to explain it,” “It isn’t done the way I want it, I had to redo it anyway.”

Delegation of tasks to others, activity staff, volunteers, staff members, is a process that requires time and continual communication. The steps involved include a careful assessment of the department’s duties, a review of the strengths and interests of others, a detailed plan for training and performance evaluation, a strategy for ongoing support and provision of resources for success.

To improve the success of your ability to delegate, consider the following activities:

#### **Plan for delegation**

1. Complete a list of ALL tasks that are performed within the activity program. Include both small daily assignments and all ongoing responsibilities. Ask others on the team for additional lists. Compile the master list.

2. Highlight the duties that you personally like the most and those that you feel others see as your strengths.

3. Using a different colored highlighter, identify those tasks that you do not like or areas that are not your strength.

4. Circle or underline ALL duties that MUST be completed by the activity department manager, those duties that cannot be delegated to someone else.

5. Identify other persons that may be assigned tasks or responsibilities.

6. For each, identify their interests and abilities.

7. Develop a list of duties that can be assigned to others.

#### **Delegate responsibilities**

Duties will be performed more accurately and quicker if the “doer” is interested and feels confident. For each task to be assigned consider the following questions:

1. Who would be best suited for this assignment?

2. Do they have the experience or the training for this task?

3. How much supervision will they require?

4. Will the person have the authority to make decisions and if so what decisions can they make and what decisions must be made by you?

5. What is successful performance of this assignment?

6. How will performance be measured and is the person aware of this?

7. How often will feedback be given? How will positive performance be reinforced and how will poor performance be addressed?

#### **Communicate and support**

Determine the information and resources that the person will need to be successful. Miscommunication is the reason for job performance that does not meet our expectations. Common communication problems include, not taking adequate time to explain the tasks, skipping steps, assuming the directions are understood, and using technical language. When giving explanations, author Rudolf Flesch offers an 8-step approach for success. These steps have helped many activity managers delegate more effectively.

a. Nothing is self-explanatory

b. Identify and translate technical terms (sensory stimulation, cueing, validate)



- c. Go step by step
- d. Don't say too little (don't skip the small steps)
- e. Don't say too much (don't repeat and repeat)
- f. Illustrate and demonstrate (show how to lead, how the bulletin board should look)
- g. Answer expected questions (think it through)
- h. Point out the most common mistakes (examples of poor performance)

Successful delegation involves continual feedback about job performance, praising, coaching, and providing the direction needed for the successful accomplishment of the assignment.

Delegation Checklist of Duties: Who is best suited for the following tasks?

- |  |  |
|--|--|
| 1. Announce activities                                   | 41. Write articles for newsletter              |
| 2. Distribute calendars                                  | 42. Run errands                                |
| 3. Hang calendars  | 43. Assist with newsletter – stuffing, folding |
| 4. Transportation, escort and assistance                 | 44. Send out reminders, calling, texting etc.  |
| 5. Shop  | 45. Arrange flowers & floral donations         |
| 6. Decorate  | 46. Coordinate a bazaar or store               |
| 7. Make/write thank you notes                            | 47. Design bulletin boards                     |
| 8. Shred   | 48. Lead music programs/choir/appreciation     |
| 9. Deliver mail  | 49. Absentee ballots & voting                  |
| 10. Take pictures for scrapbook                          | 50. Coordinate a hospitality committee         |
| 11. Buy bingo prizes                                     |  |
| 12. Create craft activities                              |  |
| 13. Lead exercise  |  |
| 14. Clean up   |  |
| 15. Record attendance                                    |  |
| 16. Clean the pet cage                                   |  |
| 17. Plan and coordinate a family night                   |  |
| 18. Put weights out for exercise                         |  |
| 19. Prep activities-infection control, room set up       |  |
| 20. Research materials for programs                      |  |
| 21. Find materials for discussion groups                 |  |
| 22. Find trivia, jokes, quotes                           |  |
| 23. Sort donations                                       |  |
| 24. Organize the library                                 |  |
| 25. Bring birthday cakes/blow up balloons                |  |
| 26. Sponsor/host special events                          |  |
| 27. Bring paper goods                                    |  |
| 28. Organize manicure supplies                           |  |
| 29. Visit residents                                      |  |
| 30. Give manicures                                       |  |
| 31. Bring a dog/pet therapy                              |  |
| 32. Complete gardening projects                          |  |
| 33. Organize vet records                                 |  |
| 34. Create centerpieces                                  |  |
| 35. Train others to welcome volunteers into the building |  |
| 36. Lead current event activities                        |  |
| 37. Confirm entertainers, volunteers, guests             |  |
| 38. Find resources in the community                      |  |
| 39. Lead religious service                               |  |
| 40. Call Bingo   |  |