

THE NEW PEER MANAGER'S CHALLENGE: DELEGATION

Supervision of Peer Workforce Conference

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OVERVIEW

- ❖ Key challenges faced by new managers
- ❖ Define and introduce the *Art of Delegation*
- ❖ Benefits and advantages of delegation
- ❖ Strategies for effective delegation in Peer Workforce environments
- ❖ Case studies: real-world examples of successful delegation
- ❖ Tools and techniques for empowering peers through delegation
- ❖ Q&A: Engage with peers and other new managers

CHALLENGES OF TRANSITIONING INTO THE MANAGER ROLE

- **Identity shift** - Do I deserve this role? Will I be able to delegate tasks and tell people what to do and how to do it?
- **Shift in relationships/dual relationships** - going from peer to professional can come with many challenges:
 - Staff perceive the transition negatively and resist authority
 - Former peer relationships are strained
 - Former coworkers expect partiality/ favoritism or having former work friendships may cause bias from supervisor
 - New managers continue treating former coworkers as peers
- **Developing leadership skills** - managers need different skills than peers



WHAT IS DELEGATION?



Delegation is the transfer of responsibility for specific tasks from one person to another, along with the appropriate authority and accountability. It occurs when a supervisor or manager assigns and entrusts specific tasks to their team members or those less senior than oneself.

All managers and team leaders need to decide what work they should do themselves and what should be done by others. This means letting go of the assignments and tasks that you usually do and allowing someone else to get them done.

THE ART OF DELEGATION (PART 1)

Delegation involves learning many skills and navigating interpersonal dynamics that are meant to achieve optimal outcomes. Let's look at necessary skills to master the art of delegation:

- **Balance** - a balancing act of responsibilities, resources, and trust
- **Strategic decision-making** - regarding task allocation and resource management
- **Empowerment** - empowering individuals to take ownership of tasks and foster autonomy
- **Flexibility and Adaptability** – for changing circumstances, strategies, priorities, and individual capabilities



THE ART OF DELEGATION (PART 2)

Delegation involves learning many skills and navigating interpersonal dynamics that are meant to achieve optimal outcomes. Let's look at necessary skills to master the art of delegation:

- **Communication** – conveying expectations, instructions, and feedback clearly
- **Mentorship** – offering guidance for skill development and growth
- **Accountability** – holding the responsibility for your role as manager
- **Creativity** – finding innovative ways to delegate tasks and leverage staff strengths and talents in the process



LEVELS OF DELEGATION

High autonomy

6. You have handled this kind of situation before successfully. Do what you think needs doing. Report back to me on a routine basis, if at all.

5. Look into the situation and propose a solution to me. You decide and take action if you haven't heard back from me by (date).

4. Look into the situation. Propose solutions and recommend one. Discuss it with me for my approval before acting.

3. Look into the situation and propose at least two solutions to me. Discuss with me before acting on my approval.

2. Look into the situation and report the facts to me by (date). I will then give you direction.

1. Follow my direction and report the results to me.

Low autonomy

BENEFITS OF EFFECTIVE DELEGATION

- Working with others/teamwork
- Skill development
- Time management
- Productivity
- Developing leadership skills
- Sense of ownership and higher morale



Staff can learn new parts of their job and expand their skills when completing tasks that are new to them or when working with tasks they're still learning about.

THE RELUCTANCE TO DELEGATE

There are several reasons why supervisors may be reluctant to delegate:

You think it would be quicker if you did it yourself.

You don't want to give up control or knowledge.

You enjoy doing certain projects and prefer not to reassign them.

You feel guilty about adding more work to a colleague's To-Do list, or asking someone else to do the 'dirty work.'

You lack confidence or trust in others to do the work, believing you are the only one who can do the job right.



THE RELUCTANCE TO DELEGATE (PART 2)

More reasons why supervisors may be reluctant to delegate:

You avoid harder tasks that need to be done. Doing tasks that can be delegated allows a supervisor to feel that they did not have time to do their own—more difficult—job.

Staff members have previously made it difficult to give them tasks as they claim they're unable to do the task without the supervisor overseeing every aspect of the task.

Staff have previously tried to reverse delegate tasks given to them making it the supervisor's job to get the task done.

Whatever the reason, it's important to continue practicing this essential skill.

EXAMPLES FROM NEW MANAGERS

“I was made a supervisor with very little experience and preparatory training, so I faced many challenges from the get-go. I had difficulty setting boundaries with my staff because I was accustomed to treating them as peers. Naturally, this impacted my ability to effectively supervise them.

I also found reprimanding staff difficult when their performance fell short, fearing they would not respect the new hierarchy of our relationship. When I asked my supervisors for guidance, they recommended nonprofitready.org as a good source of information. This greatly benefitted my supervision skills.”

WHAT TO CONSIDER WHEN DELEGATING

- Each team member's current workload
- Time each team member has to spare on additional assignments
- Which assignments are higher or lower priorities
- Resources needed for assignments
- Delegating specific tasks that could develop a team member's skill set
- Which team member is most appropriate for the assignment



Don't just hand a task off to your team without context and without the resources needed to get the job done.

SUGGESTED STEPS TO PROPER DELEGATION

1. Define the task
2. State the objective
3. Determine resources needed
4. Determine deadlines
5. Determine who needs to be involved
6. Support and communicate
7. Provide feedback on results



WHAT *NOT* TO DO.....

Never delegate a task this way.

What do you gather from this clip?

- The staff member doesn't have the resources needed to accomplish the task
- The staff member has another task with a deadline
- The supervisor didn't clarify which task was the higher priority
- The staff member didn't feel heard



THE NEXT DAY...

What was the outcome?

- The task wasn't completed by its deadline
- The staff didn't enhance skills i.e. multitasking, time management
- Supervisor feels a lack of reliability from staff
- Staff member feels a lack of support from supervisor



WHAT CAN WE DO INSTEAD?



- Using the strategies we've learned so far, what can we do instead in this role-play?
- We can offer our support to our staff through answering questions and being responsive when team members reach out
- Determine what resources are needed and ensure that your team members have access to them
- Brainstorm how to manage time for assignments together
- Prioritize tasks together — make the higher priorities known
- Include other staff members who potentially have the time and can help
- Offer a time to check-in about the task

WHAT HAPPENED IN THIS CLIP?

- Resources needed for the assignment were addressed
- Other tasks being worked on were clarified
- Supervisor specified which task was the higher priority
- Supervisor and staff brainstormed ideas together and included other staff
- Supervisor provided a check-in time
- Supervisor was open to questions about assignment



THE NEXT DAY...

- The assignment was completed and sent to supervisor on time
- Additional assignment was also completed and sent to supervisor on time



EXERCISE: WHO SHOULD I DELEGATE TO?

- **Scenario**

- It's 1:30pm, I'm working on a deadline project and realized there's another report is due at 2pm and I need to collect information, data for that report. (information needed: number of people with service animal that came to the Retreat, and people who we helped to house through the Retreat, their ethnicity, age range, gender identity).
- Which of the following staff is the most appropriate person to help me to collect the data?

EXERCISE: WHO SHOULD I DELEGATE TO?

CAMI

Personality & Characteristics	Skills
Socialize & friendly	Beginner in Microsoft Office Programs
Resourceful & Outdoorsy	Articulate & an Active listener
Hardcore 12th Step Program thinker (AA)	Positive attitude & Team player

EXERCISE: WHO SHOULD I DELEGATE TO?

PAOLO

Personality & Characteristics	Skills
Shy and quiet	Advanced in Microsoft Office Programs
Friendly, easily distracted	Reserved, slow learner
Two years in recovery	Problem-solving oriented

EXERCISE: WHO SHOULD I DELEGATE TO?

REYNA

Personality & Characteristics	Skills
Compassionate & creative	Intermediate in Microsoft Office Programs
Artistic, punctual, hardworking, reliable	Critical thinking and problem-solving
Two years in recovery	Good communication skills

EXERCISE: WHO SHOULD I DELEGATE TO?

For this data report that is due in 30 minutes, would you delegate to Cami, Paolo or Reyna?

TOOLS AND TECHNIQUES FOR EMPOWERING PEERS THROUGH DELEGATION

- Set your team up for success by:
 - Making expectations clear
 - Providing additional tools that might support greater success
 - Offering guidance on how they can manage their time between other tasks



Don't forget to praise your team for all their hard work and a job well done on the assignments delegated to them!

Q&A

THANK YOU!