

# Practical Skills For Spiritual Leaders

Delegation



# Excuses

“I’m the only one who can do this job.”

“I don’t have time to teach someone else how to do this.”

“In the time it would take to tell someone what to do, I could have done it myself.”

- These are typical reasons given for not delegating work to others.
  - They seem reasonable.
  - They keep us from being as effective as we could be.
- The two most effective means to get more done are time management and delegation.

# A Matter of Leadership

- The two most effective means to get more done are time management and delegation.
- Delegation is a matter of leadership.
  - Delegation helps the leader to be more personally effective.
  - Delegation helps develop the leadership of others.
    - Too often, capable leaders deny others opportunity to prove themselves.
    - Everybody suffers: leader, potential leader, people

# Reasons for Not Delegating

- Personal disorganization
  - They are too disorganized themselves.
  - They would rather be spontaneous than plan.
- Irreplaceability
  - The leader feels he is irreplaceable.
  - The leader wants others to think they are irreplaceable.
- Distrust
  - Some want total, personal control of everything that goes on.
  - People have failed them in the past.
- Inflexibility
  - They feel there is only one way to do things: their way.
  - They cannot accept anyone else's way of doing things.

# Biblical Examples of Delegation

## ■ Moses

- Moses started as most leaders do.
  - He did everything himself.
  - He made all the decisions.
- Moses' first lesson in leadership (Ex. 18).
  - Moses personally judged all the issues between at least 3,000,000 Hebrews.
  - The advice from Moses' father-in-law
    - Appoint judges to judge lesser issues.
    - Judge only the difficult issues yourself.
  - Moses follows his father-in-law's advice.

# Biblical Examples of Delegation

- Moses learned to delegate effectively.
  - The Hebrews were transformed from a disorganized band of escapees to an organized nation.
  - The Tabernacle in the Wilderness was built.
  - The Levitical priesthood, a system of sacrifices, a national legal system, and a national judiciary were established.
- This could not have happened if Moses had continued to do everything himself.
  - He learned to delegate.
  - He became a more effective leader.

# Biblical Examples of Delegation

- Nehemiah
  - Nehemiah was an effective administrator.
    - Nehemiah was very organized.
    - This allowed him to delegate effectively.
  - Nehemiah did not rebuild the walls of Jerusalem by himself.
    - The book of Nehemiah lists all those that helped.
    - Nehemiah did identify specific tasks to be delegated.
    - He monitored everyone's progress.

# Biblical Examples of Delegation

- Nehemiah (cont.)
  - Nehemiah also established good governance.
    - The priesthood was cleansed.
    - God's covenant was re-established.
  - He didn't do all the work, but Nehemiah deserves the credit for the results.
  - Through Nehemiah's leadership and effective delegation was the work completed.



# Biblical Examples of Delegation

## ■ Paul

- Paul too was an effective administrator.
  - He was organized.
  - He trusted others.
  - He trusted the work of the Holy Spirit in others.
  - Sometimes we believe the work of the Holy Spirit in our own lives, but don't trust it in others.

# Biblical Examples of Delegation

- Paul (cont.)
  - Paul would evangelize a city, then immediately train new converts.
    - After brief periods of effective training, Paul entrusted the new churches to local leadership.
      - He trusted the strength of the Holy Spirit in new congregations.
      - He trusted the work of the Holy Spirit in local leaders.
      - He developed leadership in others he could trust.
    - Silas, Titus and Timothy effectively established and sustained new works.
    - Through Paul's effective delegation, churches were established throughout Galatia, Asia, Macedonia, Greece and Cyprus.
- A key to that success was Paul's ability to select and develop effective leaders, delegating responsibility as quickly as they could handle it.

# Types of Tasks

- Kate Keenan (The Management Guide to Delegating) says work falls into four categories:
  - Tasks we must delegate
  - Tasks we should delegate
  - Tasks we can delegate
  - Tasks we must retain

# Types of Tasks

- Let's use a growing church as a hypothetical example.
  - In the beginning, the pastor and his wife did everything.
  - The church is starting to grow.
- This pastor must no longer be the Sunday School superintendent.
- The pastor should delegate the follow-up for visitors.
- The pastor can delegate hospital visitation.
- The pastor always retains responsibility for the doctrinal positions of the church.

This is only a hypothetical example. It is given to demonstrate that these four categories do exist in the Church.

# Levels of Delegation

- There's more than one way to delegate.
- Consider the following variations in the degree of delegation.
  - You gather the data, and implement the solution.
  - You gather the data, and provide a recommendation to me.
  - You gather the data, and I will develop the solution.
  - You gather the data, but check with me periodically.
  - Check every step with me.
  - I will show you how.
- These variations vary from complete independence to total tutelage.

# Levels of Delegation

- Obviously, who the person is will affect the level of delegation.
- The task itself will determine how much you can delegate.
- You don't have to delegate the whole task.
  - You may only delegate part of it.
  - You may delegate one part differently than another part.

# Accountability

- You can't delegate and ignore the issue of accountability.
- The leader must always define clearly the task to be done, the level of responsibility and authority, and reporting requirements.
  - These things must be communicated clearly.
    - To those helping you
    - To others working with them
- It is especially important to communicate authority clearly to all involved.

# Accountability

- Responsibility and authority are delegated, not accountability.
  - The leader is always accountable for results.
  - Risk, then, is an important issue in delegation.
  - Before assigning a task, consider two things.
    - The risk (probability) of failure
    - The consequences of failure



# Accountability

|                 |      | Consequences of Failure |         |
|-----------------|------|-------------------------|---------|
|                 |      | Low                     | High    |
| Risk of Failure | Low  | Delegate                | Monitor |
|                 | High | Monitor                 | Retain  |

- The table above illustrates the importance of risk in delegation.
  - Risk of failure is on one axis. The risk is either high or low.
  - Consequence of failure is on the other axis. It too is either high or low.

# Accountability

|                 |      | Consequences of Failure |         |
|-----------------|------|-------------------------|---------|
|                 |      | Low                     | High    |
| Risk of Failure | Low  | Delegate                | Monitor |
|                 | High | Monitor                 | Retain  |

- Actions are suggested for each of the four possibilities.
  - If the probability of failure is low, and the consequences of failure are also low, that task should be delegated.
  - If the probability of failure is high, and the consequences are also high, that task should be retained.
  - If the probability of failure is high, but the consequences are low, that task can be delegated, but it should be monitored.
  - If the probability of failure is low, but the consequences are high, that task can also be delegated, but it too should be monitored.
- Most tasks can be delegated. What varies is the level of delegation.

# Attitude

- Delegation serves two purposes
  - To make you more effective personally
  - To develop the leadership of others
- You must be willing to delegate.
  - Be willing to let go.
  - Without the right attitude from the start, the chances of success are low.
- You must demonstrate trust.
  - They probably won't do things exactly as you would.
  - They may be just as effective though.
- You must keep your promises

# Attitude

- Support mistakes.
  - You make mistakes; so will they.
  - When they do, support them.
  - This is a test of your leadership too.
- Ensure commitment.
  - Be committed to them.
    - Don't assign things that don't matter.
    - Everyone wants to do things that are important.
  - Make sure they're committed.

# Success

- When the job gets done, make sure the people who helped you get credit.
  - It's wrong for a leader to ask for help, then take all of the credit.
  - Good leaders know many others helped get the job done.
  - The leader probably did very little. He delegated most of it.
  - Important things result from everybody doing their part.
- Share the success.

# Success

- Delegation is a learning experience.
  - Those helping you develop leadership.
  - The more you delegate, the easier it becomes.
  - Successful people get things done through others.
  - Delegation is an important tool for successful leadership.