



*It's easier if I just do it myself.*

*It takes too much time to explain.*

*I know the best way to do it.*

Do any of these sound familiar?

Have you said these?

Most leaders have at some point in time.

Delegating is one of those things that is really challenging for leaders, but it's not challenging because it's difficult to do in terms of the steps. It's that it's difficult to do in terms of the mindset.

Many leaders have resistance to delegating and that's the key to delegating effectively is identifying that resistance and doing something about it.

When you delegate effectively, it's really positive for everybody involved including you. It takes something off of your very long to-do list. It gives your staff a chance to learn something new and grow and it shows them that you trust them because you're having them do something that formally the leader did. You're showing them that you trust they can do it well.

Here are some of those common causes of resistance to delegating.

I mentioned a couple of them in the opening. Those are the ones we tend to admit to out loud, but there are other ones that we're less likely to admit to or we might not even be aware of.

*I like to be important.*

*I need to be in control.*

Sometimes people feel threatened when their staff does something better than them.

It could just be that you don't trust your team, or it could be something really simple like it's a task you enjoy doing.

I used to work for an executive director that at the end of the day would take home a box of mailings and put the stamps on and lick them. I can't imagine a task I would want to do less but for them it was kind of a mindless activity at the end of the day to unwind and for whatever reason- to each their own-they really enjoyed doing it.

Sometimes we hold on to those kinds of tasks that aren't really the best use of our time.



The first step is to identify your resistance.

Did any of those resonate with you? Did maybe more than one resonate with you? Or maybe you have a completely different reason?

You have to start with self-awareness. Figure out what your challenge is. It's likely showing up in other places too, not just when it comes to delegating.

Focus on your resistance. When you're deciding what things to delegate or you can go through all of your tasks and decide if it might be a good fit for you to delegate or not.

This is sort of a perfect scenario when all four of these things are in place. These four criteria are

- 1) it's something you don't want to do
- 2) somebody else does want to do it
- 3) you have confidence they'll do it well
- 4) it's going to help them grow

You're not always going to have all four of those in place, but that's the best case scenario.

Keep in mind that there are certain things that you shouldn't delegate as a leader. Creating the vision for the team or deciding who gets raises and who doesn't, for example. There are a lot of other practical things that really belong to you and should not be delegated.

Focus instead on things that are tedious, that are taking up a lot of your time, and really aren't using your skill set at all. Things that you can teach to someone else. Things that are kind of terrible for you that you really don't want to do anymore and things that are really time-consuming.

It's intended to be a win-win. You want things that are going to help your staff grow and empower them and develop trust and you want things that are going to help you.

Getting these sorts of things off your plate. As you're going through the delegation process, make sure you're clear on what your team wants, where they're looking to grow, and what opportunities they're looking for.

Also make those opportunities open to different people because staff might not yet know that they're interested in this task because they've never done it before and they're not even aware of it.



Explain why you're choosing to delegate it. Explain the end goal. What does success look like with this task?

As much as you humanly can, let it go. The person you're delegating to almost always they're going to do it differently. They're going to do it in a way you think is not the best way, it's not the most efficient way. Remember that you've been doing that thing, so you've already had the experience to work through what works well and what doesn't. You're just giving it to them so they haven't had that same opportunity yet.

A lot of leaders when they finally are able to delegate something the minute their staff makes a mistake, they're like, *see I told you so. I should have just kept doing it myself.*

Go into it knowing that they're not going to be as proficient as you. They're just getting started. Train and give them what they need including resources so that they can be successful.

Support them along the way and then start to give them the opportunity to delegate to others as well. This is a really important skill that I want to encourage you to really take action steps to start working on.

Choose at least one thing to delegate to really get your feet wet and really understand that it is a benefit for you as well as your team. Even if it is a little bit uncomfortable in the beginning.

In the end, it will really benefit what you're trying to do.

So, the most important question for you is, how can you effectively delegate on your team?