DO DELEGATE
• When there is a lot of work
• When you feel someone else has a particular skill or qualification which would suit a task
• When someone expresses an interest in a task
• When you think a particular member might benefit from the responsibility (i.e. an emerging leader of your organization)

DON'T DELEGATE
• Your own "hot potatoes"
  * extremely important matters with serious consequences, emergencies, matters of exception to a policy
• Things that are usually our specified responsibilities
• Things you wouldn't be willing to do
• A task to a member who may not possess the skill necessary to do the task successfully

WHY DELEGATION MIGHT FALL

LEADERS
• It doesn't occur to leaders to delegate
• It's seen as a sign of weakness
• Belief that it's the lazy way out
• The leader doesn't want to "lose control"
• Belief that "I'm too busy to delegate"
• Belief that the leader can do it better or faster
• Fear of being disliked

MEMBERS
• It's easier to ask the 'president' than to make a decision by themselves
• The members don't understand their own authority level
• Lack of resources or information from leaders to do a task
• Lack of self-confidence
• The feeling that the incentives are inadequate to motivate a member to do a task

INSURING THAT DELEGATION WORKS

A Leader Can:
• Give members tasks they can do best
• Train and orient all your members
• Communicate the scope and nature of the delegation
• Give credit to those who do the job
• Delegate the right to be different and wrong
- Explain the conditions for satisfactory performance
- Follow-up with all delegated tasks
- Give deadlines or a timeline for accomplishment
- Communicate 'positive trust' to members regarding their ability
- Recognize accomplishments

ATTILAISMS: REGARDING DELEGATION

Wise chieftains never place their Huns in situations where their weaknesses will prevail over their strengths
Good Huns normally achieve what their chieftain expects from them
A wise chieftain never expects his Huns to act beyond their wisdom and understanding
A wise chieftain always gives tough assignments to Huns who can rise to the occasion
Abdication is not delegation. Abdication is a sign of weakness. Delegation is a sign of strength