

# DELEGATING RESPONSIBILITY

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AAAC  
New Chair Session  
August 19, 2024



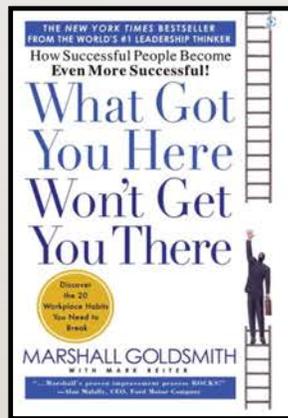
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# A STORY...

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## DELEGATION: DEFINITION

- Delegation is the process through which a leader assigns specific tasks or responsibilities to team members.
- Delegation entails a shift of decision-making authority from one organizational level to another.
- Delegation is a dynamic process.
  - It involves responsibility, accountability, and authority.
  - It empowers other, builds trust, enhances communication and leadership skills, and develops teamwork.

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## DON'T DELEGATE...

- Morale issues.
- Jobs no one else in the department is truly qualified to do.
- Personnel issues such as hiring, firing, or disciplinary matters.
- Assignments from your Dean, CEO, or President that you're expected to do personally.
- Emergency or short-deadline tasks when there is truly no time to explain.



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## DO DELEGATE...

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- Minor day-to-day decisions.
- Staffing tasks such as scheduling for the OR, vacation, call responsibilities
- Anything faculty members are expected to do when you are not there.
- Responsibilities that can develop faculty in other areas for potential promotion
- Responsibilities that allow faculty to think for themselves.



## BENEFITS OF DELEGATING RESPONSIBILITY

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- Improves time management
- Creates a positive environment
- Develops faculty and staff
- Provides better business outcomes



## BENEFITS OF DELEGATION: FOR THE CHAIR

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Frees you to do what you should be doing



Develops trust and rapport with your faculty/staff



Provides opportunity to develop your successor



## BENEFITS OF DELEGATION: FOR THE FACULTY

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Provides professional growth opportunities



Develops professional knowledge and skills



Elevates self-image and ultimately self-esteem



Enhances confidence and value to the organization



Brings personal satisfaction and a sense of achievement



## BENEFITS OF DELEGATION: FOR THE ORGANIZATION

-  Promotes teamwork
-  Brings about professionalism
-  Gives employees opportunities to be involved with decision making, which leads to higher commitment and increased morale
-  Increases productivity and efficiency

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## TIPS FOR READYING FOR DELEGATION OF RESPONSIBILITY

- Change your mindset
- Determine what to delegate and who to delegate it to
- Clearly describe the project to your team member and clarify roles and next steps
- Celebrate progress and provide feedback
- Review and reflect

What tasks:

- Hamper your ability to do the things that only you can do?
- Would provide learning opportunities to help your team develop
- Would provide the visibility for members of your team to advance
- Will leverage someone else's strengths

- Meet with the team member
- Give them time to process the information
- Establish roles and a timeline

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Hocking S. Learning to Delegate as a First-Time Manager. HBR, June 14, 2024

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## CONCLUSIONS: SUCCESSFUL DELEGATION OF RESPONSIBILITY

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- Plan and prepare
- Discuss the task to be delegated
  - Specifics of the task
  - Expected outcome/goals
- Identify the deadline for completion
- Outline the level of authority
- Build in checkpoints of progress reports
- Conduct a final debriefing



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## DISCUSSION

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