

THE ART OF DELEGATING

(BUILDING PEOPLE)

EXODUS 18:13-22

"And it came to pass on the morrow, that Moses sat to judge the people: and the people stood by Moses from the morning unto the evening. And when Moses' father in law saw all that he did to the people, he said. What is this thing that you do to the people? Why do you sit by yourself alone, and all the people stand by you from morning unto even? And Moses said unto his father in law. Because the people come unto me to inquire of God: When they have a matter, they come unto me; and I judge between one and another, and I do make them know the statutes of God, and his laws. And Moses' father in law said unto him. The thing that you do is not good. You wilt surely wear away, both you, and this people that is with you: for this thing is too heavy for you: thou art not able to perform it yourself alone. Hearken now unto my voice, I will give you counsel, and God shall be with you: Be you for the people to God-ward, that you may bring the causes unto God: And you shall teach them ordinances and laws, and shall show them the way wherein they must walk, and the work that they must do. Moreover you shall provide out of the people able men, such as fear God, men of truth, hating covetousness: and place such over them, to be rulers of thousands and rulers of hundreds, rulers of fifties, and rulers of tens: And let them judge the people at all seasons: and it shall be, that every great matter they shall bring unto you, but every small matter they shall judge: so shall it be easier for yourself, and they shall bear the burden with you."

INTRODUCTION

Delegation: What is it?

- a) Delegation is assigning *responsibilities* to a person.
- b) Giving him *authority* to do the job.
- c) Making him *accountable* for the results.

Another way to look at delegation is: it is **building** people. You are helping them to do things they have never done before, to do things they do not know how to do, to do things they are too scared to try on their own. You do it in such a way that they are going to succeed, and afterwards be able to do this job. The essentials are guiding and planning.

I. WHEN DO YOU DELEGATE?

A. When you have people who can be developed

It is a sin to waste money. It is a sin to waste food. It is a sin to waste people's talents. So when you have people who can be developed, you need to develop them. Be careful to pick the right person for the **right** task. And do not give him too much too quick.

B. When you are doing tasks others could be doing

If there are other capable people, why should you be doing it? Just imagine--they may be able to do it better than you can. Delegate routine details. Our family even delegates work to the children. Delegate routine details; delegate secondary details. Thereby you prioritize your time for the biggest priority.

C. When you are running from one crisis to another

You are just running from one to another. You do not have time for anything. You are puffing and sweating. The real test of a leader is how much goes **over** his desk. Not how much is on his desk, but how much goes **over** his desk. A leader's job is like directing the choir. The one needs to be stimulated. The other one needs to be told, "Just slow down a bit" or "Just wait a moment" or "...". That is what your job is.

D. When you cannot get everything done that needs to be done

You organize this new church ministry. Everything was perfect. Everything was beautiful. Except you, the preacher, did not make it to the service. Oh, oh! Maybe you need to delegate. So you delegate out of sheer necessity.

II. REASONS WE FAIL TO DELEGATE

Now let us look at some reasons we fail to delegate. Why do we not delegate? If you will look at spiritual leaders, you will find this is a major, major problem everywhere in the world. So why do we fail to delegate? And boy, there are a lot more than five points!

A. When we feel no one else can do it as well as we can

"Only I can do it." We need to realize that by delegating we can get more things done, faster and better. You need to think about the future. It takes time now to plan, to organize, to train, but in the future you know how to apply your own possibility.

B. When we are afraid others will say "no"

What we need to do is train them. How about having some new mentoring groups in your province? You train them. The more important people should be delegated casually: like a friend, like sharing a responsibility, like just doing it especially for me. But you are still delegating.

C. When we are afraid someone will do it better than we can

Yes, there are certain things other people can do better than you. Praise God they can! Just think what the world would be like if nobody was any better than you; you were the best person. It would be a very interesting world. When I look at you, I think I could decide to go to heaven right now. And you probably think the same about me.

D. When we think it is unspiritual to delegate

Jesus delegated the twelve apostles. Jesus gave the Great Commission, that was delegating! They selected deacons to help them. Later on, the church sent out official missionaries. And so on, and so on. So it is a spiritual principle that is used in Scripture.

E. When we doubt our ability to train others

That is what I like about our New Life courses: they do not depend on a person. The material is good. The material teaches us itself. All we need is some people to help the students be successful. And that is what I like about it.

F. When we are reluctant to admit our limitations

"What? Me? I cannot do this? What do you mean? I have been doing it for three years! What is that? You wish I had not done that?"

G. When we are afraid another's failure will embarrass us

A couple of years ago that bothered me. Then I thought, "So what? My reputation has been broken a hundred times, so it can be broken a few more times." So now I am free.

H. When we are not organized ourselves.

Not being organized ourselves is a problem which prevents us from being able to delegate. You say, "Um, let me see. What am I supposed to do now? Should I do this first? Or, or maybe that is more important." How can you delegate like that? You don't know yet what you are doing. You don't know what is going on. You don't know what is important. So how can you tell somebody, "Uh, please, why don't you do that?" You have to have it organized **yourself**, first.

Not being organized is the **biggest** problem for not delegating.

III. PRINCIPLES OF DELEGATION

A. Do not ask others to do things you are not willing to do yourself

Sasha was nodding. He has already heard that once before. So don't ask others to do things you are not willing to do yourself. That is hiring a helper. That is giving an assignment, a job. That is not delegation.

Avoid favoritism. We usually have a friend, or a favorite student, and here we have this nice job. "Now let me see. Who would like to do that? How about you? And then, oh yes, we have this other job. Now let me see. Maybe you in the back row there." And sometimes we tend to give the nice job to a favorite person. That is not the right way.

Ask who would like to do this.

B. State clearly your goals

You *a/ways* ought to have a goal. With the goal there ought to be a **date**. There ought to be a note that he will report back to you. And when you give him the goal, you should also give him a little **plan**, a little outline. Not the whole thing, but a few key points, or a few key steps, or a few dates. "Next Wednesday I want you to have this done, and next Friday that, and the week after you can finish the job." Let them know, let them understand, they are not mind readers. There are many leaders who assume that the other person has understood them, "Well... well... he knows what I mean. We have done that before. Oh! He was working in another province at that time? So he was not here. So he did not see how we did this." You see? So, let them know, "Here are a few ideas, because I know you can't read my mind."



C. Give authority equal to responsibility

Maybe he needs to make photocopies, or rent a car, or borrow a guitar, whatever. But you give him the authority to take care of the whole project.

D. Make sure all parties affected are notified

There are other students involved, maybe church leaders, the audience, or others may be. To rely on the grapevine is the worst system. A grapevine is a system of gossip. Make sure that all the people are notified personally so they don't hear it first from somebody else.

Delegate as much as possible from the immediate supervisor. So the director should not be giving directions to some students out there, but he should see to it that that coach properly delegates his ministry to his students.

Never give two people the same monkey. "Monkey" means job, work, or activity. It is best defined as "responsibility". So don't say, "Ivan, would you set up the camera?" and then say to somebody else, "Would you set up the camera?" Delegate one job to one person, who is then responsible to take care of it.

E. State when to accomplish this task

Give a deadline. Give a note to him a few days before the deadline as a reminder and encouragement to him. “How is it going? Are we making progress? Is that already taken care of? Praise the Lord. It looks like you are all ready for next Friday.”



F. Define accountability and reporting

Lack of accountability is When you say, “Do it,” and it is not done. If the person does not do it, and you do not follow up with it, it was only talk.

There are different ways to account, or to report:

- 1) They do it, and do not report back.
- 2) They do it, and report routinely, regularly.
- 3) They do it, and report immediately afterwards.
- 4) “Study it out, and let me know how to make a decision.” Study it out. They go and study all the details and come back and say, “I studied this and this and this, and here is what I want to suggest. This would not be so good, but that would be better.”

Remember: **results** count more than methods. You need to have methods. You need to have a system. But you want results. That is what you are after: results.

G. Be totally responsible

You are the leader. You are in charge as a leader. **You** take the blame. Do not say, “Well, our mentoring ministry has a bit of a bad reputation because over there we had a sister coaching, over there we used an Adventist to lead, over there the person quit and, you know...” You are **responsible**! You are responsible to the church leaders. You are responsible to the provincial council and your provincial leader. And you are responsible to God. If your mentoring does not succeed, there will be no trained leaders. Without trained leaders there will be no new churches or growing churches.

H. Restrain from intervention

Once you have delegated a task, and explained to him what to do, and he has a goal and a deadline and a little plan, then you do not go in and say, “Oh, wait a minute, wait a minute. I think you are going to make a mistake. It is better to do it this way.” Don’t do that. Then it is just a job; it is not delegation. And what happens? Remember this task is a **monkey**; meaning a “responsibility”. That *monkey* just jumps from his shoulder back onto your shoulder. And there you are again, carrying that *monkey*, that responsibility — that burden.

I. Communicate confidence

Allow them to make mistakes. Why should you allow them to make mistakes? Of course, you would not make that mistake now, would you Sasha? You would just make another mistake. But everybody does make mistakes. So, you need to allow that to happen. If you delegate properly, you will include room for error in your delegation ideas and plans.

Recently some New Life leaders were rejoicing about the many new churches already started. We were just talking and saying, “Well, maybe there will not be 500. Maybe there will only be 398.” And that is not a big problem, you see. I know that you folks are going to keep the angels busy singing for a long time.

J. Praise!

Share the glory. Delegation is transfer of work. The golden rule is “How would I feel if I had to do it?” So share the glory!

CONCLUSION

I want to give you one closing thought. Rejoice together. There is great joy in helping others to succeed. Great joy! Not just a little bit of joy. **Great** joy! In helping others to succeed. So be joyful! Praise other people. Share in their glory. It is a wonderful thing.

Delegate!!

There is great joy—in helping other people to succeed!

Blessings to you, our dear friends!

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Practical assignment

- | | Completed |
|--|--------------------------|
| ➤ Make a list of every single task that you <i>can</i> delegate. | <input type="checkbox"/> |
| ➤ Now make a list of every task that you <i>should</i> delegate | <input type="checkbox"/> |
| ➤ Using these tasks as a basis begin to put into practice the principles of delegation discussed in this lecture. Keep track of each task on a separate sheet of paper, noting how you are putting the principles of delegation into practice with it. Bring these sheets to the next meeting. | <input type="checkbox"/> |