

The power of effective delegation

Once the committee has agreed on the final goals and key activities, the next step is delegating effectively for their planning and delivery. One of the following three parties are usually the best place to look for help:

- An individual or group of individuals within the club (position within the club such as a coach or umpire co-ordinator)
- Subcommittee
- External third party
- Committee retains responsibility

It is really important for the committee to delegate the responsibility. Committees that don't delegate the responsibility for delivery of key goals and activities become very operational in their focus. These committees then find it very difficult to deliver strategic, long-term objectives.

This is often the hardest step for committees, especially those who feel it is their responsibility to do all the work but in fact it is a vital step in creating a culture of volunteering within the club.

Delegating effectively to a position within the club

Often when delegating a task they delegate it to a person, not to a position within the club. It may sound like semantics, but a characteristic of successful clubs is that they have a very clear understanding of the roles within the club. They also have very clear expectations of what is necessary for each role.

These expectations are then clearly documented in position descriptions and then people recruited to the role. The benefit of people coming into the role is they have a very clear understanding of what to achieve and how the committee expects the person to undertake the role. When delegating a task to a position within the club, it is very important to cover the tasks to complete and the goals to reach. You cannot neglect to cover things such as:

- The process to follow
- How much authority they have
- Present the strategies and implementation plans for committee review and approval (prior to commencing)
- Regular status reporting to the committee

Delegating effectively to a subcommittee

When creating a subcommittee, it is really important that you give the subcommittee clear objectives and guidelines as to how the subcommittee will operate. This is known as the subcommittee's Terms of Reference. It covers things such as:

- Clear definition of goals to achieve and by when
- The process to follow:
 - Recruit your subcommittee or team (committee may wish to approve or add names)
- Level of authority that has been delegated
- Present the strategies to undertake and implementation plans for each, to the committee for approval (prior to commencing)
- Regular status reporting to the committee

If the subcommittee has documented their plans and presented them to the committee for sign-off initially, it becomes easy for the committee to monitor the progress of the subcommittee. They simply report on their progress compared to their original plan. If they are on track, all good! But if

they are behind, then it is easy to identify delay early and put measures in place for delivery of goals or tasks as planned.

It is easy to delegate tasks but it takes time and thinking to understand exactly what you are delegating, how you want the person to undertake the task and detailing how will the committee remain informed of the progress. Make sure you delegate in a way that sees the task undertaken successfully or the goal achieved.

From Sports Community (www.sportscommunity.com.au)