



Nonprofits:
We're Here to
Help YOU

LEADING NOW:
Delegation, Motivation & Development

June 4, 2024





LEADING NOW:
Delegation, Motivation & Development

Tuesday, June 4, 2024 FACILITATOR: Linda Rich

Jewish Community Council of Greater Coney Island's NonProfit HelpDesk

We focus on small and emerging nonprofits, offering

- Workshops
- Training
- Consulting

2,500 organizations have worked with us, benefiting from support in:

- financial management
 - fundraising
 - governance
 - human resources
 - management and operations
 - marketing and social media
 - strategic planning
 - technology
- 



Linda Rich

Leadership
Motivation
Personality

Settings: corporate, nonprofit, faith-based

Roles: line manager, internal/external consultant

Methods: exec coaching, consulting, workshops



Assoc for Coaching presenter

Lived abroad

Crafter

Art, Architecture, Design



Why is it So Hard to Delegate?

CHAT

share now

Why is it So Hard to Delegate?

Ego: "I'm the best, I can do it much better/faster than anybody else."

"Showing them isn't worth my time."

Doubt: "My employees don't have the skills. They aren't ready."

Fear: of losing control, of letting go of expertise

Guilt/Overprotection: for overloading them

Perfectionism

Time



Why Delegate?

- a) gets the work done, frees up your time
- b) spurs growth & development
- c) increases engagement/motivation
- d) all of the above





Do what only YOU can do

70% rule: if they can do it 70% as well as you can, delegate.

You can delegate authority, but not ultimate responsibility.

Time Management Strategies

DO	Get it done!
DEFER (Delay)	Pause tasks that doesn't need to be handled right away, schedule for later.
DELEGATE	Reassign a necessary task to someone else.
DELETE	Unproductive meetings, unnecessary email.

Delegation is Not Abdication



The Delegation Process

- 1 **E**valuate
- 2 **A**ssign
- 3 **C**heck-In
- 4 **H**old Accountable

1. Evaluate



TASK:

time, criticality, level of authority, value

PERSON:

skill, experience, motivation, confidence, comparative impact/benefit

SELF:

time/supervision required, whether others can help

2. Assign

SET CLEAR EXPECTATIONS

WHO should be involved?

WHAT does success look like?

WHEN is it due?

WHERE to go for resources?

WHY does this work matter? [to the organization, to them]

[HOW to approach the work?]



Assign: Ownership

IN THEIR
OWN
WORDS

Have them:

- Describe/document the assignment
- Clarify role/authority
- Methods – how it is to be done
- Create an action plan



3. Check-In



- Structure: regular, scheduled, progress reports
- Review a sample before the whole is complete
- Problem solve, don't shoot the messenger

- *How do you know you're on track?*
- *How are you handling [a specific element]?*
- *Let's review the plan; has anything changed?*
 - *Anything you're concerned about?*
 - *How can I help?*

4. Hold Accountable



- Results: review, assess, feedback
- Learning: reflective process
 - What did I learn from this experience?*
 - What will I do differently in my work as a result of this experience?*
- Next steps: future delegation plans
- My own learning: how can I delegate better?

How NOT to Delegate

- *I know this task doesn't interest you, but you have you do it anyway.*
- *Here's exactly what to do and how to do it.*
- *Here's something I want you to do.*
- *I don't have time to discuss it with you right now.*
- *Go talk to Janet. I told her you'd be taking over this task from her.*



Guide More, Do Less

MORE:

- Communicate clear expectations
- Confirm understanding
- Check in, monitoring
- Create accountability and learning

LESS: Doing the work, hands-on



No upwards delegation



Do what only YOU can do

Work should be done at the lowest level possible.

70% rule: if they can do it 70% as well as you can, delegate.

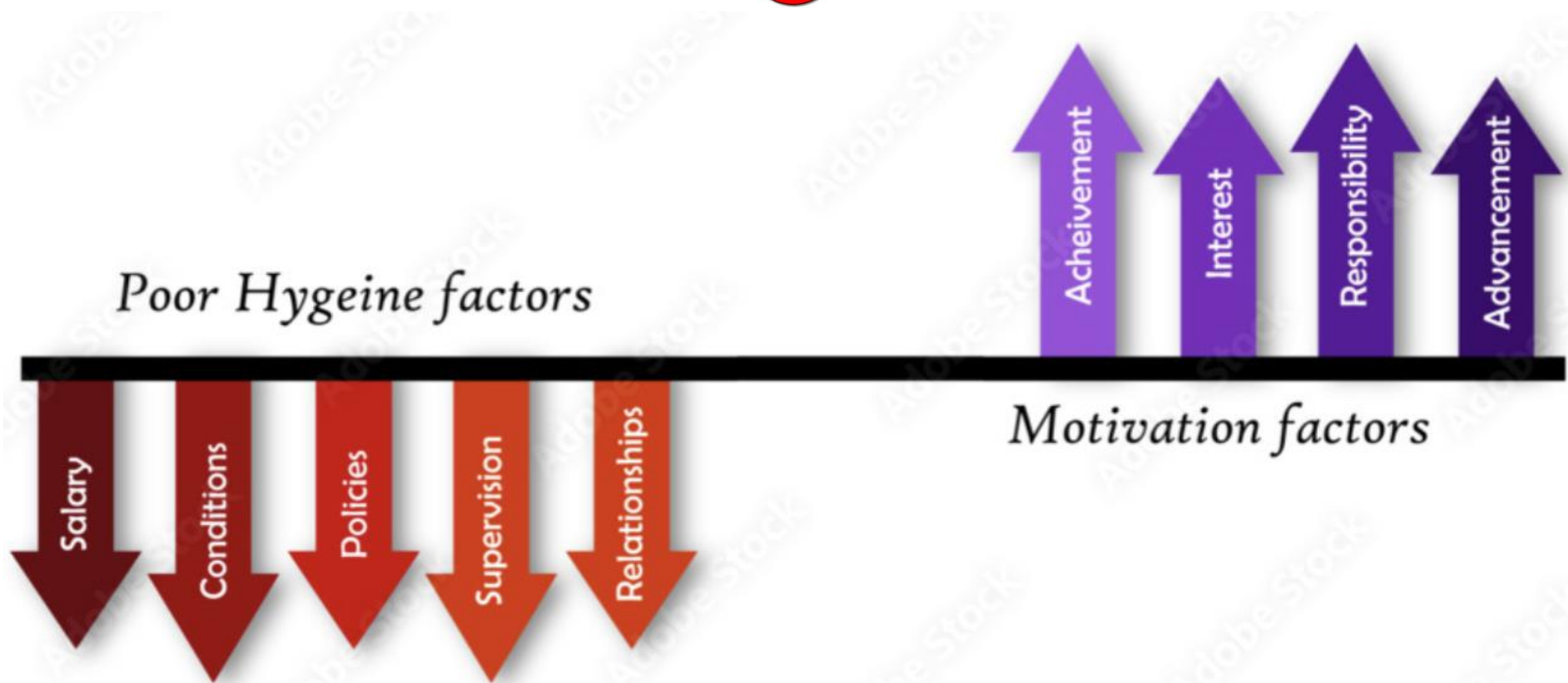
Good enough is good enough □ □ The perfect is the enemy of the good

You can delegate authority, but not ultimate responsibility.

Herzberg's 2-Factor Theory

factors that reduce dissatisfaction

factors  increase satisfaction



Universal Needs

Hogan	Meta/HBR
Getting ahead	Career
Getting along	Community
Finding meaning	Cause

Universal Needs

Hogan	Meta/HBR	McClelland - 1960s
Getting ahead	Career	Need for Achievement
Getting along	Community	Need for Affiliation
Finding meaning	Cause	Need for Power/Authority

Individual Motivational Factors

- Professional development
- Job advancement
- Challenge
- Mastery
- Recognition & appreciation
- Fostering connections
- Remote/hybrid work
- Security
- Autonomy



Round of applause: When an employee completes something really worthwhile or difficult, have the whole team applaud them (literally) at your next team meeting.

Autonomy



People want to direct their own lives, have as much control as possible.

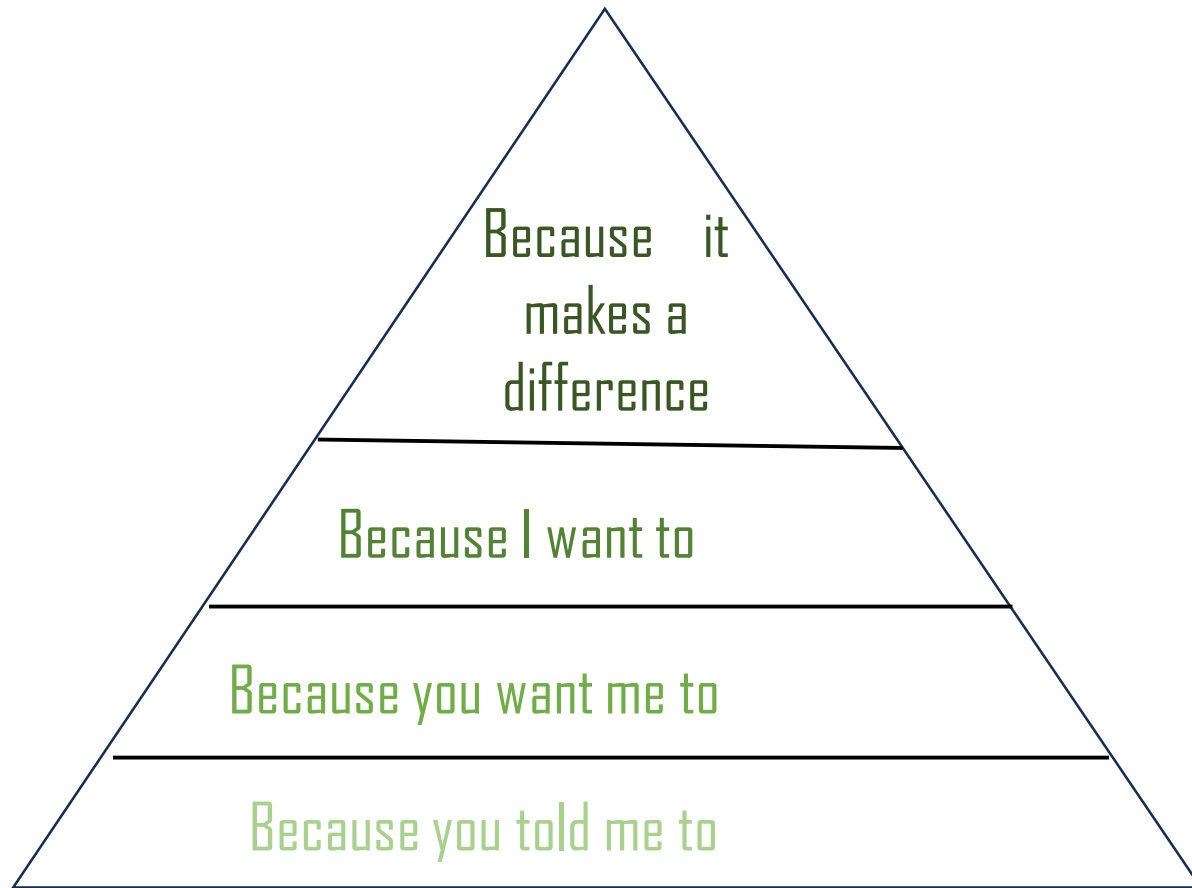
Provide opportunities that allow employees to make decisions and exercise judgment.

With ownership and responsibility, intrinsic motivation follows.

Trust employees, and allow them to do what they know best.

NO MICROMANAGEMENT!!

4 Levels of Motivation

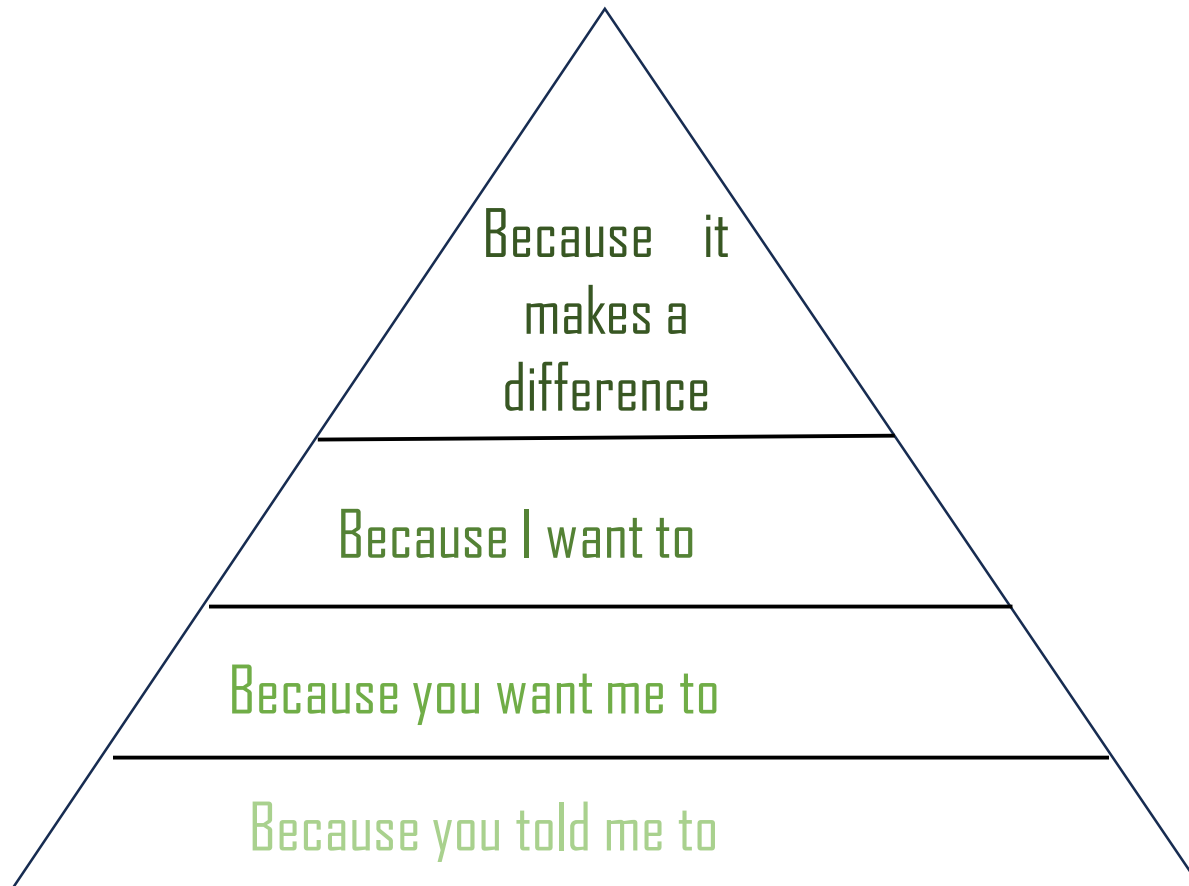


Joel Trammell

There is only one way to get anybody to do anything: Make the other person want to do it.

Dale Carnegie

4 Levels of Motivation



Examine policies & procedures,
discontinue, streamline, improve...

Help employees see how their work
contributes to the broader mission

Doing What We Do Best

Employees who say they use their strengths every day, are:

- more productive
- less likely to quit their job
- **six times more likely to be engaged at work**



Motivation Conversation

- *What do you like best about your job? What is it about that...*
- *If you had a great day at work... What likely happened that day?*
- *Are there parts of your job where you say, 'If I could do this all day, every day, I'd be very happy'? What is it about those parts...*
- *What do you NOT like doing? What is it about that...*
- *What strengths do you want to use/develop?*
- *How might we incorporate more of that into your job?*
- *What kinds of organizations do you want to participate in?*



Challenge + Connection



The best managers are great at:
simultaneously challenging people to develop, while **also**
connecting with them personally

People whose manager does both
are **36%** more likely to love their jobs.



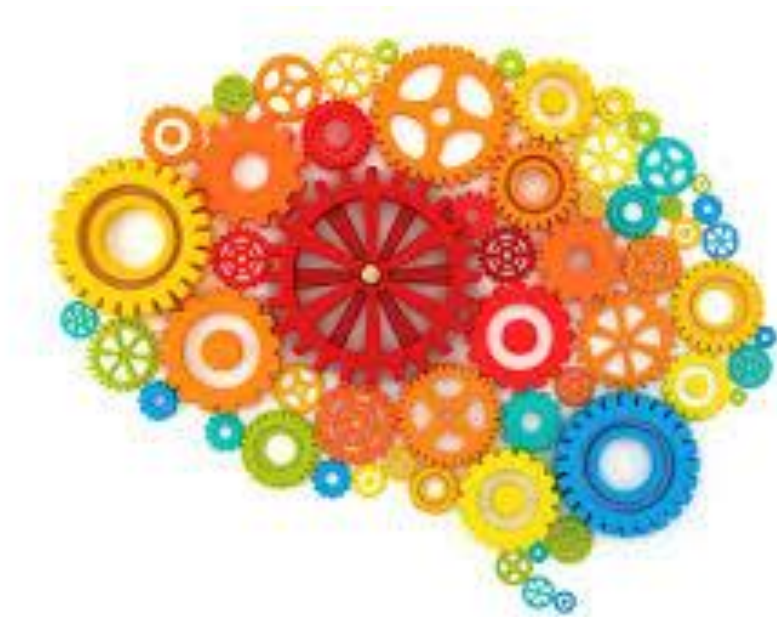
Each is Different

They still talk about “our engineers.” And I say:

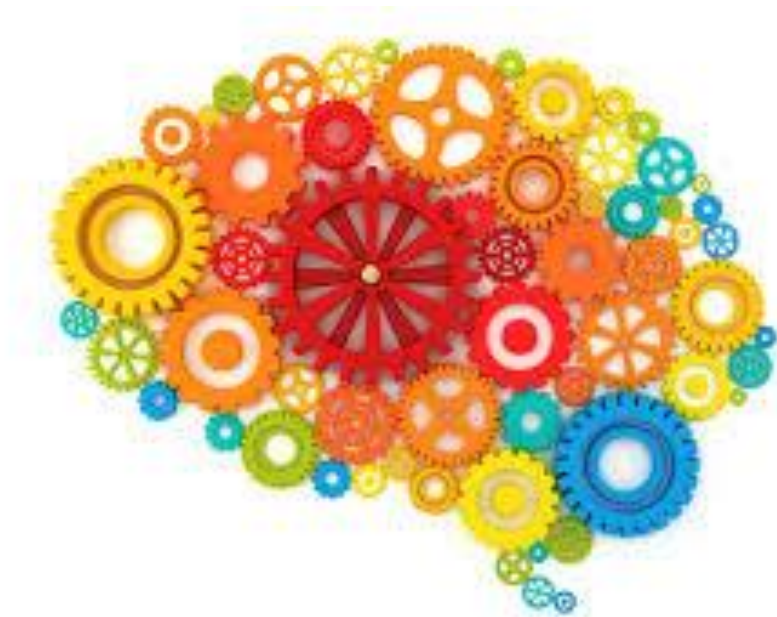
*“Brother, you don't have engineers.
You have Joe and Mary and Jim and Bob, and each is
different.”*

Peter Drucker, the Post-Capitalist Executive, HBR

Development



Chat



SHARE IN THE CHAT:

An area where you want to develop or help someone else develop

Some Development Areas



- Public speaking
- Senior mgt presentations
- Teach a class
- Run a meeting
- Speak more in meetings
- Speak less in meetings
- Finance
- Fundraising
- Project mgt
- Handing difficult clients/partners
- Interview new hire candidates
- Negotiation
- Networking
- Writing (specify)
- Build self-awareness
- Broaden interpersonal styles
- Interpersonal skills (specify)

Communication Skills

What isn't "communication"?

Clearly communicate key messages and eliminate non-essential information, especially in presentations and conversations with senior management.



Keys to Success



Target

Variety

Accountability

Development Discussion - Target

Manager's role: help directs determine development targets, explore how to reach them, provide connections and opportunities for experience/feedback

What do you want to develop to make you an even stronger performer here?

Where might you go in the longer term, what skills might you need?

Do you want to go deeper, broader, completely different direction?

Is there something else you're interested in doing...

Which responsibilities most appeal to you to take on in the future?

If you had time/money take a course on any topic, what would you choose? Why?

Of these 3 possible goals, which is most meaningful to you?

What's a reasonable timeline? How much of a challenge...

How can I better support you?

Address Weakness or Strength?

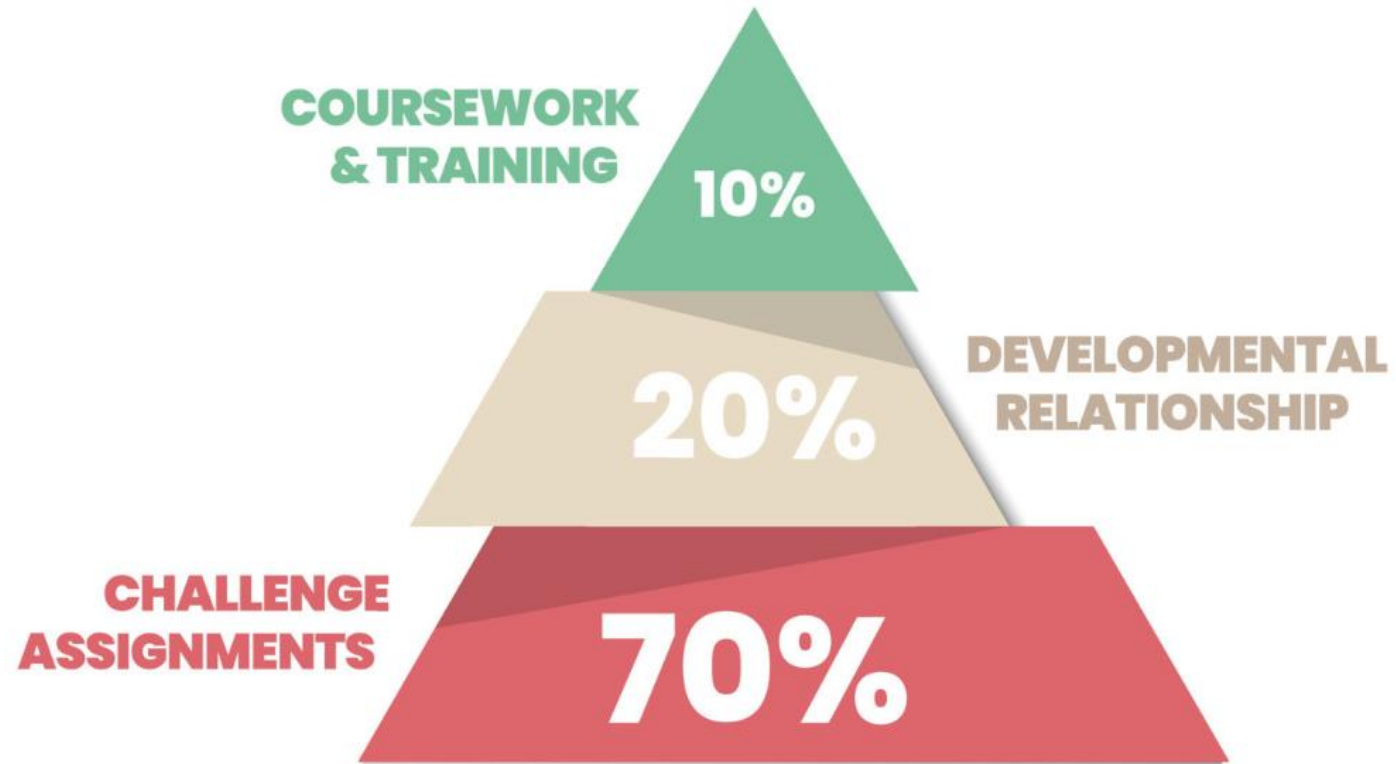
Assumption: we grow most in our areas of greatest weakness

Consider: How would it benefit me to grow further in my areas of strength? What if I did more of what's natural for me?



It is far more lucrative and fun to leverage your strengths instead of attempting to fix all the chinks in your armor.
- Tim Ferris

How We Learn

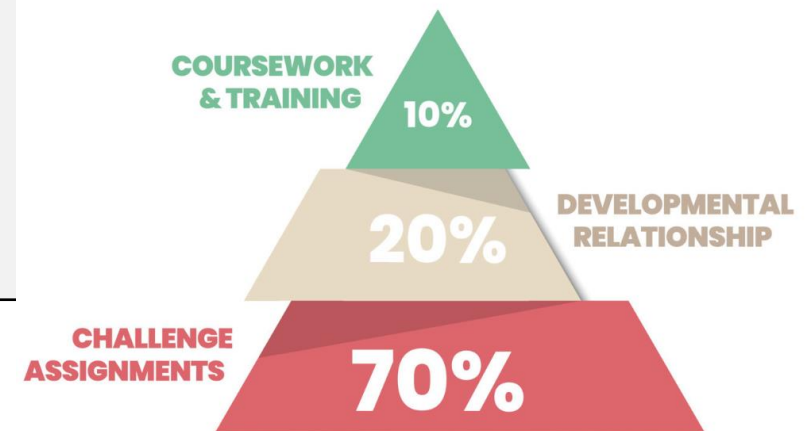


Alternatives: Offload, Avoid

Self awareness

How We Learn

<p>Experience – on the job: 70%</p> <p>jobs, assignments, projects, volunteering outside work</p>	<p>Exposure (others) – near the job: 20%</p> <p>bosses, mentors, role models, coaches, peers, feedback givers</p>
<p>Education – off the job: 10%</p> <p>formal classes & workshops, e-learning, research, reading, with/without discussion</p>	<p>Other:</p> <p>assessments journaling affirmations</p>



Accountability (+ Support)

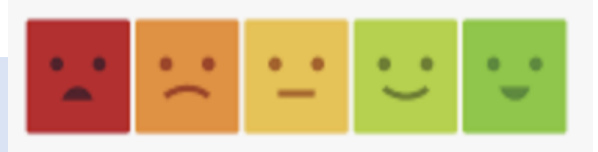


Keeps you on track, encourages you, ensures you meet goals

- **Deadline(s)**
- **Boss**
- **Coach**
- **Mentor**
- **Peer/partner/group**

ACCOUNTABILITY
IS THE GLUE
THAT TIES
COMMITMENT
TO RESULTS.

How Often Do I ... ?



1. Recognize the importance of employee development; scout for new opportunities for team members to develop
2. Create a culture of eagerness to develop and use increased skills; encourage employees to take on more challenging assignments
3. Provide clear feedback on progress; provide guidance throughout employees' development
4. Employ a variety of activities and approaches to employee development
5. Transform average performers into higher performing employees

1	2	3	4	5
never	rarely	sometimes	often	always

Competency: Developing Direct Reports

Provides challenging, stretching assignments; holds frequent development discussions; **knows each direct report's career goals**; builds compelling development plans; is a people builder

UNSKILLED: ... doesn't see long-term development as their job; thinks development means going to a course – doesn't know how development really happens...



- Leadership Architect

Plan: Example 1



Target	Improve networking skills, deepen professional network. Measure/demonstrate: Make 5 new good contacts, and be able to introduce myself to new people
Variety (of tactics)	Ask others what works for them, observe, peer coaching, reading, attend professional events, practice
Accountability	Work with peer, complete in 3 months

Plan: Example 2



Target	Improve my ability to motivate employees Measure/demonstrate: survey direct before and after
Variety (of tactics)	Get feedback, ask role models what works for them, peer coaching, reading, online classes and TED talks Interview directs to understand what motivates them
Accountability	Work with peer, complete in 3 months



Thank You!

PART I:

PERFORMANCE MANAGEMENT

recording & slides available here:

www.jccgci.org/our-services/management-support-systems/the-nonprofit-helpdesk/