Lighten the load and delegate
Help for the overworked committee member

A guide for sport and recreation clubs and associations in Western Australia.

Sport and recreation builds stronger, healthier, happier and safer communities.
Delegation
We all say it’s vital, so why don’t we do it? Do you hesitate to delegate for any of the following reasons?

- “If you want something done right, do it yourself.”
- “There are too many problems in getting others to do it – might as well do it myself.”
- “I don’t like palming off the dirty work to others.”
- “I don’t like fronting up to people if they mess up a job I have given them.”
- “I don’t want to appear bossy.”
- “I like doing some things myself – I reckon I’ve earned the chance for recognition.”
- “It takes too long to explain how to do it. I just want to get on and do the job.”
- “I think you’re weak if you have to get others to do the job.”

Does delegation sometimes fail? Of course – and it’s usually when we don’t prepare properly.

Delegation = proper preparation.
Here are steps you can follow to ensure that you prepare thoroughly before delegating:

**STEP 1**
What precise job (or part of a job) do you want done? Define it clearly (ideally, write it down).

**STEP 2**
What outcomes or results do you want? Identify them accurately.

**STEP 3**
‘Horses for courses’ – pick the right person for the job. Consider the following:

- Has the person got time? (However, don’t choose someone just because he or she has the time. This can be dangerous).
- Has the person got ability? (Go back to the job description and see what kind of person is needed).
- Can you appeal to the person’s self-interest?
- Can you identify a challenge for the person?
- Can the person work with the rest of your team? Some people are enthusiastic, even very capable, but if they antagonise others on your team, they can be a menace.

**STEP 4**
Having picked the right person:

- explain the job clearly, avoiding torrents of words;
- don’t underestimate the size of the job or, even worse, give the impression that it’s not important; and
- check carefully that the person has understood you. This requires tact but it is essential.

**STEP 5**
Wrap up the agreement:

- Agree on the time for finishing all and/or each part of the job.
- Discuss and agree on the outcomes of the job.
- Find out if the person needs resources or help of any kind.

**STEP 6**
Keep your eyes open!

- Don’t be a nag – but take a keen interest in progress.
- Ask precise questions, not: “Is it going well?”
  
  e.g. How many? Who? Where?
STEP 7
Review and reward!

• Look at the successes and shortfalls.
• Identify the causes of the shortfalls (perhaps you didn’t delegate thoroughly!).
• Try to give recognition – no matter how small.

Finally
Former IOC President, Juan Antonio Samaranch said:

“The cemeteries are full of people who thought they were indispensable.”

(The West Australian, 11 July 2001, p115)
Other resources

This resource is part of the Club Development Officer Scheme, which provides assistance to Western Australian sport and recreation clubs and organisations to become better managed, more sustainable and to provide good quality services to members and participants.

Other resources in the series include:

1. Step-by-step to starting a new club
2. Planning for your club – The future is in your hands
3. Taking the lead! A guide for club presidents
4. The key to efficiency – The club secretary
5. Show me the money – A guide for the club treasurer
6. Effective club meetings – A guide for the chairperson
7. Take the ‘in’ out of ineffective – 10 steps to running successful meetings
8. Lighten the load and delegate – Help for the overworked committee member
9. You have the answers – Solving club problems
10. Marketing and promoting your club
11. Sponsorship – Seeking and servicing a sponsor
12. Establishing your club constitution and becoming incorporated
13. Risky business – A club guide to risk management
14. Clubs’ guide to volunteer management
15. Member protection for clubs
16. How to be more inclusive of people from diverse backgrounds
17. Passport into schools – Linking sports with schools
18. Youth sport – Junior sport policy
19. Long-term involvement – Junior sport policy
20. Getting young people involved – Junior sport policy
21. Physical growth and maturation – Junior sport policy
22. Sport pathways – Junior sport policy
23. Forming links – Junior sport policy
24. People making it happen – Junior sport policy
25. Quality coaching – Junior sport policy
26. Making sport safe – Junior sport policy
27. The law and sport – Junior sport policy
28. Top 20 tips for officials
29. Top 20 tips for successful coaching

You will find the full series of the booklets on the Department of Sport and Recreation’s ClubsOnline website: www.dsr.wa.gov.au/clubsonline
ClubsOnline

ClubsOnline www.dsr.wa.gov.au/clubsonline is the place for sport and recreation clubs in Western Australia to communicate with other clubs, the Department of Sport and Recreation and Club Development Officers. It provides clubs with an opportunity to share ideas and access useful club-related resources.

Some of the resources you will find on ClubsOnline include:

- Find a Club, which helps you search for and contact clubs in your area.
- Free club website. Simply register with Find a Club and your club will be eligible for its own simple-to-build website.
- Club self assessment tool.
- Volunteers exchange to browse for ‘clubs seeking volunteers’ or post your own notice under ‘volunteers seeking clubs’.
- Find my Club Development Officer. The Club Development Officer Scheme is a partnership with local governments across Western Australia to build the capacity of community-based clubs. A statewide network of Club Development Officers assists, supports and develops community based sport and recreation clubs through education, facilitation and communication.
- Clubhouse resources including booklets, useful documents to download and a selection of podcasts.