



DELTA KAPPA EPSILON

Gentlemen, Scholars & Jolly Good Fellows

Decentralized Delegation

How can you practice delegation without in-person contact?

Delegation is the process of assigning tasks to individuals that when put together accomplish an overarching goal. Examples of this are as simple as having chapter officers give reports on their respective offices during chapter so that the goal of completing chapter is met. Examples are also as detailed as having individual members organize events so that the overall chapter calendar is accomplished.

As a chapter officer you're well acquainted with delegating during times of normal operations, but how can you practice delegation when you're leading a decentralized team that are in different locations across the state/province or country? Here are some important tips and considerations:

1. **Make your guidance and intent clear.** If you're delegating the task of evaluating the budget to your treasurer, be sure to express what you're most interested in finding out, such as what portion of the events budget remains, so that the treasurer understands what the goal is and what will need to be reported. Also, be sure to state any rules or policies that need to be noted so that the subordinate can accomplish the task without inviting liability.
2. **Delegation without follow up is abandonment.** Rather than delegating a task and waiting until the due date to see if it is done, develop a system to check in with the person the task is delegated to. This can be as simple as sending a text to check in on the task or as detailed as a regular system of 1:1 meetings via zoom.
3. **Create a pattern of predictability.** In times of uncertainty, members of a team can feel anxiety about making a decision or adapting to a new schedule. Set your meeting times, agendas, and overarching guidance early so that members of the team know what is expected in this "new normal". In doing so, you will give them the flexibility to make decisions at the lowest possible level and increase efficiency.
4. **Meet often, but not if there is nothing to discuss.** Since the ability to host impromptu in-person meetings is limited, reinforce the idea that short, virtual meetings will occur regularly as long as they have a point. These will allow everyone to stay aligned, avoid extremely long virtual conferences where attention easily wanders to other windows in people's browsers, as well as create interaction that keeps the bonds of brotherhood amongst the team tight.
5. While making your guidance and intent clear, do not micromanage. Everyone has specific skills that makes them shine in their position, which also means that others may

have different skill sets than who is delegating to them. Learn to embrace the idea that your subordinates may accomplish tasks in a different manner than you as long as they fulfil your intent and guidance.

6. **Remember, you delegate authority not responsibility.** At the end of the day, the responsibility to complete tasks falls on who is delegating rather than who is delegated to. Be sure to aggressively apply these tips and tricks so that chapter operations will continue to improve.
7. **Keep open lines of communication to inspire collaboration.** When working remotely/in a decentralized environment, it is impossible to go knock on the Brother Beta's door to ask a question, although this is one of the most effective ways to get an answer. Seek to mimic this ability by organizing ways to keep the lines of communication open, which can be as simple as encouraging a policy of text/calls or as sophisticated as using a service like Slack.