Developing New Leaders

Are you looking for ways to engage members, lighten your workload, and ensure leadership succession? This resource will help you cultivate new leaders successfully and delegate effectively. Try the tips and tools below to lead your branch to success.

Benefits of Delegating

Delegating can be a challenge. When things get tough, it's important to remember the benefits of delegating.

- **Accomplish more.**
  - Involve more people to execute bigger and better projects.
  - Expand your impact and serve your branch's mission.

- **Ensure the longevity of your branch.**
  - Developing new leaders is critical to ensuring that your branch continues its legacy for women and girls long after current board members step back from their roles.

- **Reduce stress.**
  - When you delegate, you take some of the workload off your own shoulders. You no longer feel the burden of having to do everything alone.

- **Retain members.**
  - If members feel that they have a specific role to play and that they are making meaningful contributions, they will feel connected and committed.

- **Improve outcomes.**
  - Look for people who can help balance your strengths and work with them. By working together, you can make the outcome even better.

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Leadership Ladder

Role		Description
Mentor		Previously served as a board member. Uses experience to guide and support board members.
Board Member		Responsible for an area of effective branch functioning: public policy, programming, diversity.
Project/Committee Lead		Responsible for executing a project, such as planning a fundraiser or annual membership drive.
Project/Committee Member		Commits to working on a project, such as planning a fundraiser or annual membership drive.
Task Volunteer		Takes on individual tasks, such as bringing food to a meeting or volunteering at an event registration table.
Member		A dues-paying member of your AAUW branch.
Follower		Follows your branch on social media, receives your e-mails, or has attended an event but has not paid membership dues.
Community Member		General members of the public, who are not engaged with your AAUW branch.

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Potential Leaders

Everyone has the potential to be a leader. Write down a couple of names per question.

1. Who regularly shows up at your programs and meetings?

2. Who has been involved for a while but hasn't yet taken on a leadership position?

3. Which new people attended your latest programs or meetings?

4. Who volunteers to take on tasks?

5. Who shares suggestions for programs and other activities?


One-on-One Meetings

1. Thank them for their involvement.

2. Determine whether they are interested in and ready to take on additional responsibilities.

3. Identify their specific skills and interests and share opportunities.

4. Confirm commitment and set next steps.

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Involving New Leaders

Potential Leader	Why would they be a great leader?
1.	
2.	
3.	

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The Delegation Cycle

- **Why** is the responsibility important?
- **Who** is responsible for each part of the project?
- **What** does success look like?
- **When** does the work need to be completed?
- **How** is it going to get done?

- Frame check-ins as a means of support.
- Base frequency on the difficulty of the assignment and the skill level of the individual.

Get on the Same Page

Check In

Debrief and Celebrate
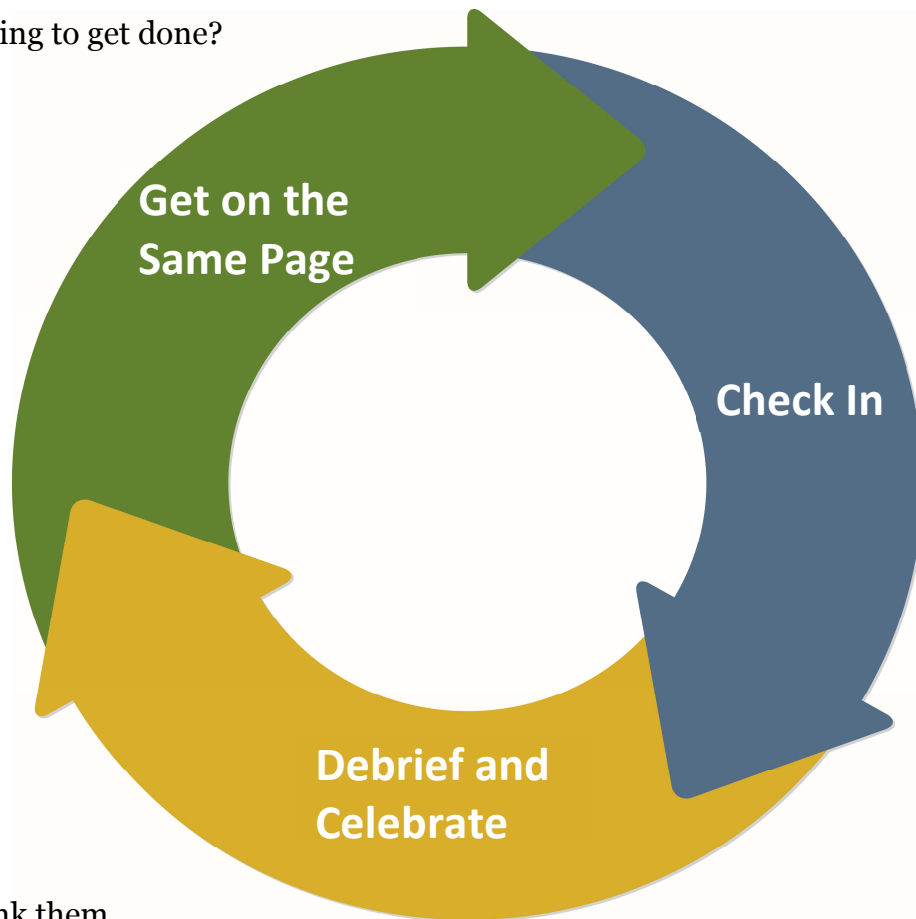
- Thank them.
- Ask them to reflect on the project.
- Give feedback (see Feedback Sandwich on page 6).
- Ask for feedback on how and what you delegated.
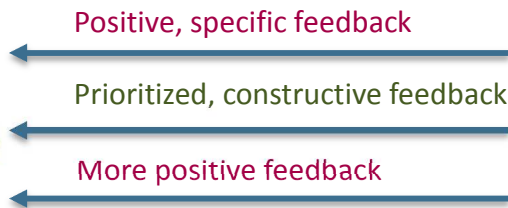- Reiterate gratitude and set next steps.
- Celebrate!

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ENGAGEMENT AND INCLUSION 4

Keeping Track of Projects

Use this table to help keep track of the moving pieces for long-term projects.

Project	Task	Deadline	Decision maker	Accountable	Responsible	Consulted	Informed	Completed?

- **Decision maker**
  - If a decision will need to be made, who is empowered to make it? This may be the person completing the task, the project lead, or the board.

- **Accountable**
  - Someone who ensures the work will get done. This is often the person in the "manager" capacity — a project lead or board member.

- **Responsible**
  - The person who will complete the task.

- **Consulted**
  - Anyone who needs the opportunity for input or feedback before the task is completed.

- **Informed**
  - Everyone who needs to be informed once the task is completed or needs to receive the final product.

Feedback Sandwich

Positive, specific feedback

Prioritized, constructive feedback

More positive feedback

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Challenges to Delegation

Match the following challenges in the left column with a reasonable solution from the right column. See Challenge B as an example.

Challenge	Solution
A. Doesn't see the point of the work; isn't motivated to do it	1. Make sure the responsibility is dynamic and provides the volunteer autonomy to be creative. Also consider whether this isn't the right role for her and look at other opportunities.
B. Is unsure how to proceed; feels incapable	2. Assign someone to work with the volunteer to decrease time commitment; if needed, take it off her plate completely.
C. Doesn't see the urgency of the work	3. Provide additional support. Work together; connect with resources.
D. The role does not match her interests.	4. Help the volunteer understand why the work needs to be completed in a certain time frame; then set deadlines together if they do not currently exist.
E. No longer has the time to prioritize this role	5. Help the volunteer understand the impact that her work will have on your branch and your mission.

Next Steps

What is one thing from this training that you will put into action?

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Developing New Leaders Evaluation

We appreciate your feedback about this training and we will use it to improve future trainings.

1. Overall, how would you rate the quality of the training? *(Circle your answer.)*

Very Poor   Poor   Neutral   Good   Excellent

2. Did this training help you

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
a. Understand the leadership ladder and how an individual moves from member to leader?					
b. Know how to delegate responsibility and hold successful check-in meetings?					
c. Identify potential leaders in your branch?					
d. Practice diagnosing and working to solve delegation challenges?					
e. Understand why delegation is critical to success and feel ready and eager to delegate responsibility?					

3. Please indicate your level of agreement with the statements listed below.

	Strongly disagree	Somewhat disagree	Neutral	Somewhat agree	Strongly agree
a. The content was organized and easy to follow.					
b. The visual aids and materials were helpful.					
c. The presenter for this training was well prepared.					
d. Participation and interaction were encouraged.					
e. I would recommend this training to other AAUW leaders.					

4. What are you likely to do differently with developing leaders as a result of this training?

5. Please share additional comments and expand on previous responses below.

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