

# [DON'T] Do All the Things



Making Delegation Work  
in the Library



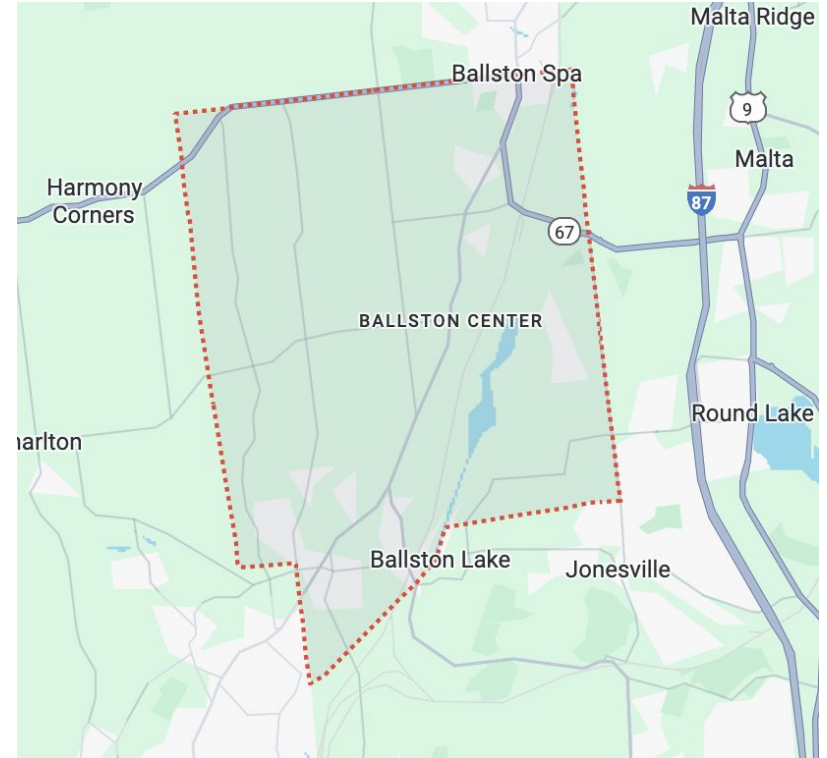
Kristi Chadwick  
Ballston Community Public Library  
Burnt Hills, NY

# My Library

- Ballston Community Public Library
- Burnt Hills, NY - hamlet of Town of Ballston
- Special Library District - Town of Ballston
- Pop. 11,831 (2020 census)

## Library:

- Employs 3 FT staff (MLS), 12 PT (13.5 - 17.5 hrs), 4 pages (<10 hrs)
- One Office Manager/Payroll, one Account Clerk/Bookkeeper
- Still have trouble delegating!



**DO ALL THE  
THINGS!**

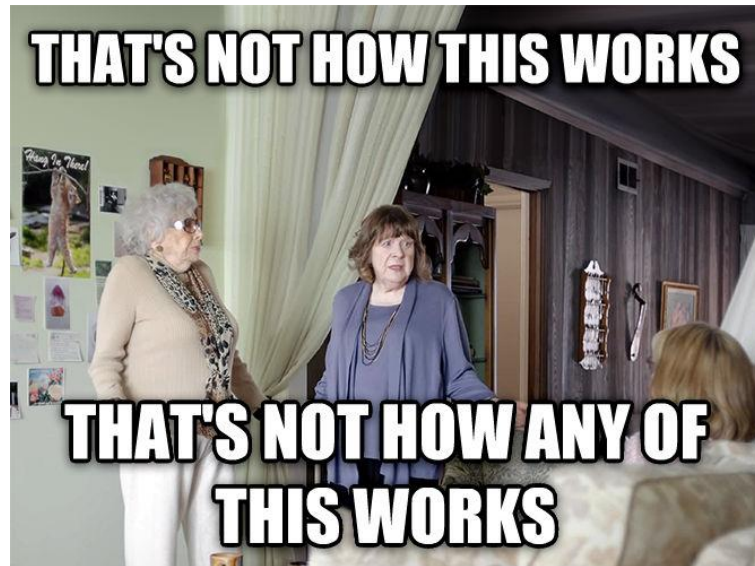


# What is Delegation?

- The shifting of authority for different tasks, functions, or decisions from one person to another
- Usually done by a leader or manager, but can be done within a team
- A way to empower and connect with staff

# What ISN'T Delegation?

- Dumping tasks
- Micromanaging
- Failure to perform
- Loss of control
- Abdicating responsibility



# Why is Delegation Important?

- 19% of leaders are effective at delegation
- The rest?
  - 1 in 6 leaders are reporting burnout in their roles
  - 71% reporting higher stress in role
  - 50% report as being disengaged with work
  - Burnouts are 3.5 times more likely to quit

*From DDI's Leadership Forecast 2025:*

<https://www.thehrdigest.com/is-delegation-the-ultimate-leadership-skill-everything-leaders-need-to-know/>

# Delegation Skills

- Communication
- Time management
- Training
- Giving Feedback
- Trust



HOW  
do I  
Decide??

# The Eisenhower Decision Matrix



# Delegation Matrix

	You	Others
Like	1. Keep	2. Delegate
Dislike	3. Delegate	4. Delegate

# Delegation Cycle

**1 DECIDE**

Who and what

**2 DO**

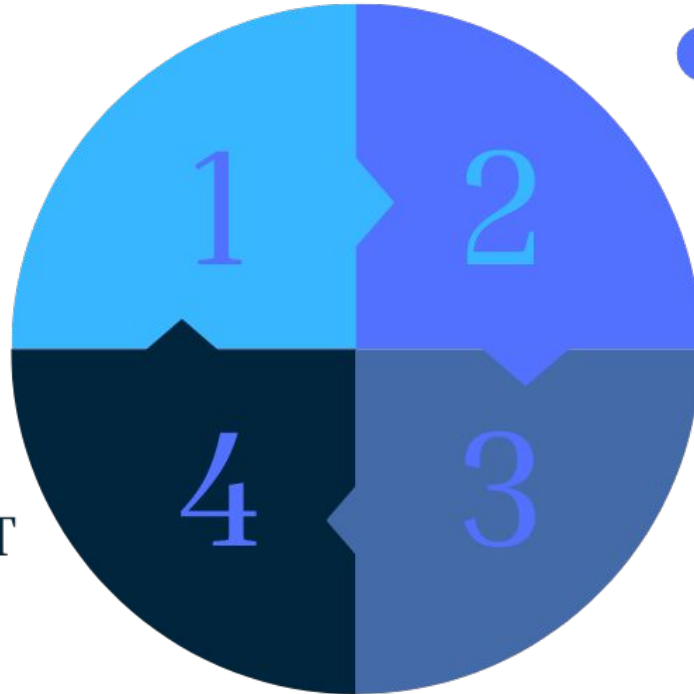
Discuss and determine

**3 REVIEW**

Establish and engage

**4 REFLECT**

Recognize and review



# Delegation Process

- Outline what is needed
  - What is the deliverable?
  - What is the deadline?
  - What resources may be needed?
- Check-in
  - Ensure things are on track
  - May start with more frequency, then pull back as staff is more confident
  - Don't micromanage
- Define Success
  - What outcomes are expected?
  - What metrics may be used?
  - Evaluate completion, identify any support needs



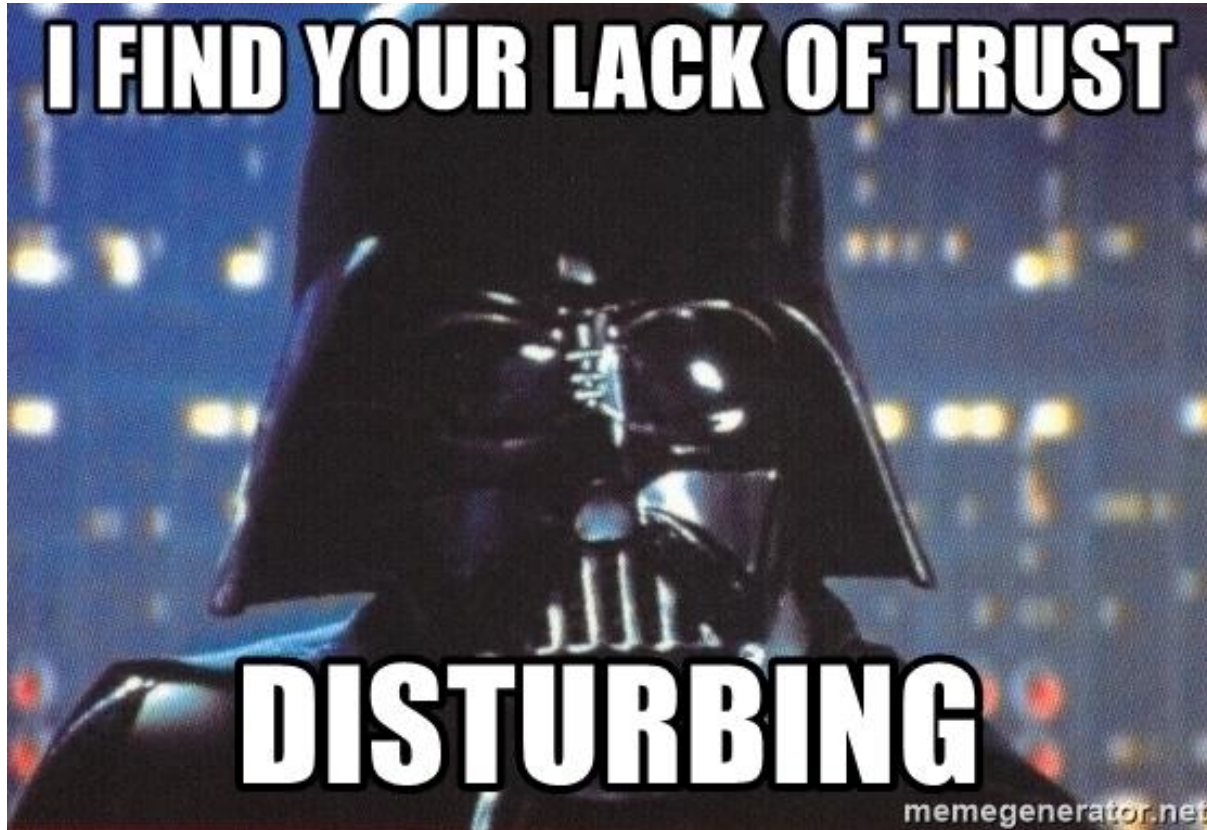
# Cognitive Distortion



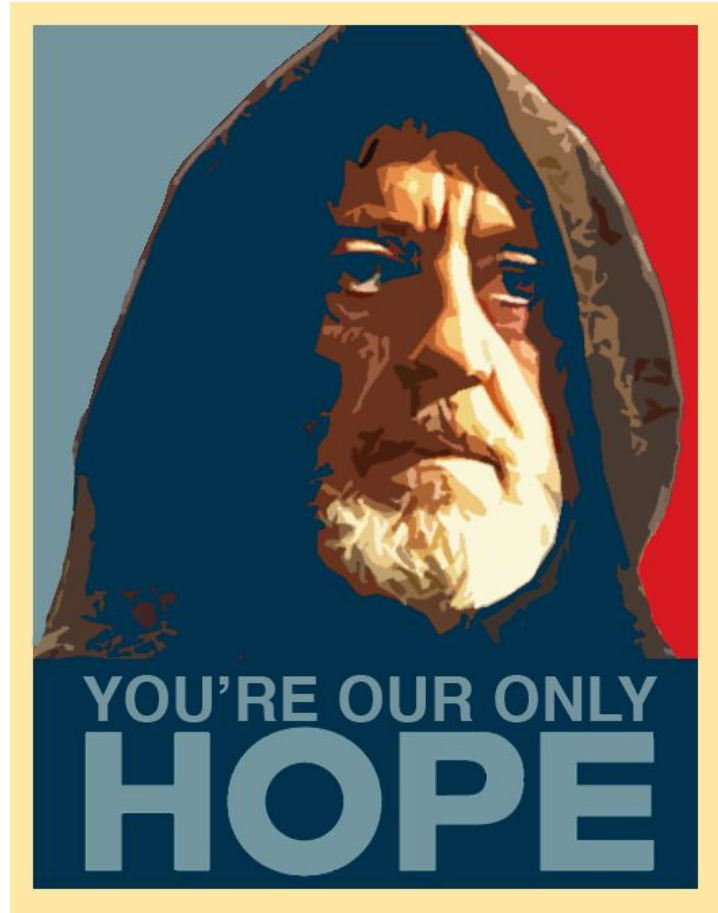


**Emotional  
Ownership/  
Task Attachment**

## Lack of Trust



**Over  
Reliance on  
Individuals**



# Communication Issues

- Assumed Knowledge
- Unclear Priorities
- Missing Context
- Vague Deadlines
- Undefined Success Metrics



# Conclusions

- Delegation is an important skill
- You may have to work on yourself before you delegate
- There may be a lot of upfront work, but it pays off in the long run
- You are still a responsible, effective leader





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