



Leadership Essentials



Delegation

PARTICIPANT GUIDE

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Participant Guide

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Objective: In this lesson, we look at the reasons managers are not delegating more and the five simple steps using the 5D's Method Of Delegation.

Delegation Self-Assessment

For each of the following statements, answer Yes or No regarding your management style. Don't think too long on a question; go with your first reaction.

Statements	Yes	No
1. It is easier to do it myself.		
2. I make it a habit to follow up on jobs I delegate.		
3. I enjoy this task too much to give it up.		
4. I can do this work better.		
5. My employees usually take initiative to solve problems without my direction.		
6. My operation functions smoothly when I am absent.		
7. My team is too busy to give them more work.		
8. My employees feel they have sufficient authority over personnel, finances, facilities, and other resources for which they are responsible.		
9. My team is not capable of taking on more work.		
10. If I were incapacitated for an extended period, there is someone who could take my place.		
11. If you want something done right, do it yourself.		
12. I like taking credit.		
13. I know the interests and goals of every person reporting to me.		
14. I will end up doing it myself.		
15. I delegate complete projects as opposed to individual tasks whenever possible.		
16. My employees are trained to maximum potential.		
17. My team won't respect me unless they know I can do their job.		
18. I trust my employees to do their best in my absence.		
19. I don't know how to delegate.		
20. I give credit for a job well done.		

Scoring

Give one point for each "Yes" for numbers 5, 6, 8, 10, 13, 14, 15, 16, 20,
Give one point for each "No" for numbers 1, 3, 4, 7, 9, 11, 12, 14, 17, 19,

Interpretation:

Scores 15-20: You follow excellent delegation practices that help the efficiency and morale of your team. These skills develop the full potential of your team members.

Scores 10-14: Adequate - if you are striving for excellence in delegation and leadership you have some work to do. Review the questions you missed and take appropriate steps.

Scores 9 and less: The overall performance of your team is lower than it could be because you are either unable or unwilling to relinquish power to others.

Team Strengths & 70% Rule

Most managers were promoted because of their superhuman ability to handle the very tasks that they must now learn to delegate.



"The 70% Rule: If someone on your team can handle a responsibility at least 70% as well as you, delegate it."

~ Ian Mathews

Challenge: Delegating is about productivity. Delegation takes patience but ensures that you capitalize on your team member strengths.

Part A: List 5 tasks that you can delegate to your team. Ignore tasks that you must do yourself, such as a phone call or organizing your own calendar.

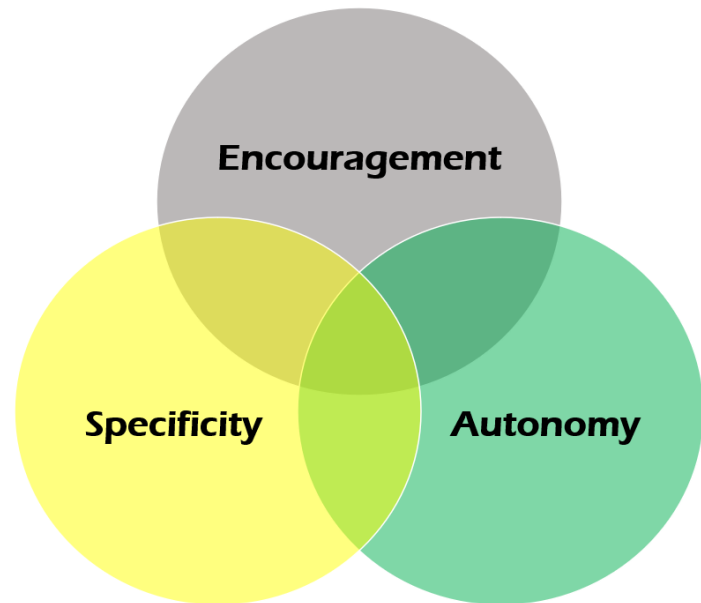
Part B: In the last column identify the team member(s) who can handle this responsibility at least 70% as well as you and what strength(s) they bring to the task.

Task	Team Member Strength
1.	
2.	
3.	
4.	
5.	

"Let your stars grow in roles that highlight their strengths, rather than hiding their talent and exposing weaknesses."
~ Ian Mathews

Critical Elements of Effective Delegating

Challenge: Reflecting on the previous challenge, choose one of the tasks and team member(s) identified. Use the checklist below to confirm if you have planned for the three critical elements:



1. Specialty

- You have chosen the right person
- You were specific in the objective
- You were specific in the time frame
- You were specific in the quality you expect
- You were specific in how the quality will be measured

2. Encouragement

- You have scheduled regular time to check in
- You have a method on which to gauge progress
- You have clearly identified available time to help them through the task
- You have identified ways to celebrate milestones along the way

3. Autonomy

- The team member has the authority to make decisions
- You have identified the decision required for your sign-off and why
- There are multiple avenues they can pursue to reach the same goal

"Great leaders learn to embrace giving credit away more than accepting recognition for a job well done."
~ Ian Mathews

Five D's of Delegation

A simple process to help you delegate anything from a simple task to a complicated project is The Five D's Method of Delegation.



"Managing is like holding a dove. If you hold it too tight, you will crush it. If you hold it too loose, it will fly away."

~ L.A. Dodgers manager, Tommy Lasorda

Challenge: Delegation Plan

Utilizing the 5D Delegation Process, complete each section using one of the tasks you identified on page 5.



Define the outcome you wish to achieve

Identify the task and answer the questions below.

Task to be delegated

Define

What needs to be accomplished?

How will success be measured?

When does it need to be accomplished?

What quality standard should be followed?



Decide who will be assigned to the task

Check the statements that are consistent with the person you have in mind for the task.

Decide

The person you have in mind...

- Has the strengths that will assist them with the assignment.
- Would be motivated by taking on this assignment.
- Has the bandwidth and time to take on additional work.

"Effective discussion builds COMMITMENT."

~ Ian Mathews



Having a two-way, effective dialogue

Once you have described the desired outcome, focus shifts to having a two-way dialogue. Keep your inquiries open-ended and simple. Consider the following questions and Include any additional questions in 'Other' below:

Discuss

- How does the goal and timeline sound?
- Is this a project you are comfortable leading?
- How would you approach the assignment?
- What resources would you need?
- Do you have the capacity to handle this assignment?

Other:



Offering autonomy in **HOW** the outcome is reached

Answer the questions below.

Defer

What is your biggest challenge in providing your subordinates autonomy?

What do you need in order to relinquish autonomy to your subordinate?

What actions could you take with your subordinate to allow for more autonomy?



Offering appropriate visibility, support and encouragement

An effective delegator acts as Coach, helping when appropriate and asking simple questions consistently. These questions draw out challenges, obstacles and emotions that might be in the way of an effective outcome.

Below are examples of questions. Write some additional questions that would help draw out any challenges and/or obstacles your subordinate may be having.

Diligence
<ul style="list-style-type: none"><input type="checkbox"/> What's on your mind?<input type="checkbox"/> How can I help?<input type="checkbox"/> Are you stuck anywhere?<input type="checkbox"/> Do you have the resources you need?<input type="checkbox"/> Have you considered other approaches? <p>Other:</p> <ul style="list-style-type: none"><input type="checkbox"/><input type="checkbox"/><input type="checkbox"/>

"After you plant a seed, you don't dig it up every week to see how it is doing."

~ William Coyne, Former CEO of 3M
