

Exercises

Empowerment through Delegation

Help participants analyze their own delegation style by working through this exercise.

Step One: Ready to Go? Get participants thinking about their current method of delegation and how to organize work for appropriate delegation. Introduce the exercise with an explanation of the activity as being one designed to focus on effective delegation.

Let participants know that you want them to become aware of their preferred style of delegation and how to better analyze the needs of the employees being led.

Step Two: Letting Tasks Go - Give directions: *"I am giving you slips of paper. Write down three different tasks that are on your To Do list that you would love to give away to someone else."* Give participants time to complete this task.

Place a wastebasket in the center of the room. Ask participants to wad up their papers and throw them into the can simultaneously.

Discuss how it felt to throw away some tasks. Explain that when we delegate work, we are giving away tasks to others, which in turn frees up our time.

Step Three: Getting It On Paper - Next, explain that we need to understand how we currently delegate work to others before planning how we might need to adapt our style. Distribute the "What is Your Delegation Style" handout. Ask participants to follow the directions and complete the handout silently. Lead a group discussion on delegation styles, and how to improve your own delegation ability.

What Is Your Delegation Style?

Seldom Sometimes Frequently

1. When I want something done right, I do it myself
2. At the beginning of each workday or week, I have a plan of action that outlines tasks for my subordinates to complete.
3. I find myself tied down by the details of my job so that I lack time to give appropriate supervision, work on new projects, or keep up with other job-related tasks.
4. When a person doesn't fulfill his or her responsibility, we determine the cause of the problem and work out a solution.
5. I know the skills, talents, experience, and job knowledge of my subordinates so I am ready to match their "job maturity" to particular tasks.
6. I find it easier and faster to do most tasks myself rather than delegate them to others.
7. A subordinate who does a task especially well is not left with that job exclusively. I assign new tasks for him or her to try.
8. I develop a work climate that is conducive to delegation.
9. After I delegate a task, I suggest methods that have worked for me in the past.
10. Once I delegate, I leave my subordinate alone until he or she decides to report back to me.