



Leading from the ground up



For new or renewing leaders

Module: Delegation Conversation guide

1. The experience of receiving delegation.
 - a) Authority: Delegation is giving someone the authority to act in specific areas, such as tasks and decisions. What are the areas of authority that you can identify are delegated to you in your current role?
 - b) Purpose: Delegation exists to make achieving something more effective. What is the purpose of the delegations you have and the outcomes they are expected to produce?
 - c) Scope: Delegation has specifications that permit and limit the decisions and actions available. Looking at some of the key responsibilities delegated to you, what are you permitted to do and what are their limits?
 - d) Duration: Delegation is also for a specific amount of time. How does the authority to act delegated to you range from single actions to ongoing responsibilities?
 - e) Process: Delegation involves a relationship, revolving around authority and responsibility, between the one who delegates and the one who is delegated to. What are the steps and processes used to manage this relationship between you and the people who have delegated responsibilities to you?



2. Types of delegation: Reviewing the use of delegation in the team you lead, what types of delegation are you using? What are the reasons for using the different types?

3. Business case for delegation: Reviewing your team, where are the areas with bottlenecks that hamper performance? Which of these could be freed up if other people had the delegation to make decisions and act?

4. Enablers for delegation: Review the areas where delegations exist in your team and/or areas where you might introduce delegation. What capabilities, resources, and networks are needed for these delegations to succeed? Where do they need further investment?

5. Oversight: Delegating authority to act does not take away your responsibility to ensure that authority is used ethically, legally, and effectively. What mechanisms are you using to meet your ongoing obligations? How are you working with people you have delegated to so accountability is ensured without double handling work or micro managing decisions and actions?



6. Trust: It is easier to delegate when you feel you can trust the other person or group. What will build your confidence in people's capability and reliability? What can you currently trust them with?

7. Personality and fairness: People have a higher chance of success if we match responsibilities with what they are like and with their current growth and development threshold. What types of delegations would different team members thrive at?

8. Subsidiarity: It is important to apply delegation at the right level, which is usually the lowest level where it can be competently done. Reviewing your current team arrangements, where do you need to adjust the level of delegation?



Additional Notes

