



UPEND THE PYRAMID

EMPOWER EMPLOYEES TO SUCCEED

THE SERVING LEADER GUIDE





UPEND THE PYRAMID

GROW YOUR PEOPLE AND ORGANISATION

Delegate Authority and Responsibility—EMPOWER Model

WHAT IS DELEGATION?

Delegation leads to high performance when the leader gives team members work that they are not only capable of handling but expands their authority and responsibility. A leader can delegate new work or increased responsibility for current work. To delegate or not to delegate is not the decision. How much to delegate is the leader's decision. A leader must decide what level of initiative a follower is ready to handle. Because of the follower's low level of development, the follower may not be ready to make and implement decisions. In this situation, the leader delegates the task but not the decision-making authority. If the follower has a high level of development, the leader will delegate responsibility with a high level of decision-making initiative.

Effective delegation requires the leader to make the following decisions:

1. What work should be delegated?
2. Who should do it?
3. How do you gain the person's commitment to accept and handle the responsibility?
4. What level of power can the follower handle?

BENEFITS

Delegating is one of the most effective ways to develop your people. Most of us like being entrusted with extra responsibility, and the skills and experience gained from expanded responsibility make us more valuable to the department and to the organisation. In addition, when responsibility is delegated, jobs become more interesting and satisfying. In short, everyone gains. The individual also gains by developing higher levels of competence.

What's in it for you? A lot! As a leader, you're judged at least as much by what your team members do as by what you do—after all, your job is to get things done through other people.

Your team member's success is your success. And, as you challenge your people with expanded responsibilities, you build a more efficient, effective work group.

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You also gain some of that most important commodity—time. By passing along work you used to handle, you increase the discretionary time available for performing tasks and responsibilities that are being added to your workload from above—in other words, you are also growing in the organisation.

Delegation can be the relief that the leader seeks from the stress caused by lack of time to complete priority projects and responsibilities, but only when it is performed properly. There are elements that must be present for delegation to produce the desired results.

The elements of delegation spell **EMPOWER**:

- **E**xpectations
- **M**ethods
- **P**ower
- **O**rganisational Support
- **W**hy
- **E**xperience and Education
- **R**eviews

The importance of preparing for the delegation cannot be overemphasized. The EMPOWER elements can be your guide to preparing for effective delegations.

Expectations—Communicating expectations allows the follower to understand the scope and magnitude of the delegation. Expectations also prepare the person who receives the responsibility to evaluate and control the work being performed. A clear statement of the expectations at the time the responsibility is delegated avoids misunderstanding and resentment.

Methods—To ensure that the responsibility is performed successfully, it is important to outline the procedures, tasks, and methods that are required. If the person is new to all of the tasks required by this new responsibility, the leader will need to provide extensive detail about how it should be performed. If the person is experienced in most or all of the tasks, it would be appropriate to let this person establish new procedures.

Power—Another source of misunderstanding is, “How much autonomy do I have to carry out this responsibility?” To avoid this misunderstanding, every delegation must be accompanied by a statement about the level of power the follower is to exercise in carrying out that task. The higher the level of power, the more responsibility that has been delegated and the more time the leader has gained.



Using William Oncken, Jr.'s Five Levels of Power can help the leader describe the level of authority and initiative:

1. Wait until told
2. Ask what to do
3. Recommend, then take resulting action
4. Act but advise at once
5. Act on own, then routinely report

Organisational Support—When a leader delegates, he or she is turning a problem over to the follower. This means the follower must be properly trained to resolve the problem. The leader does this by explaining where and how the follower can find information. It is necessary for the follower to know how to get materials, equipment, people, or money in order to perform the responsibility.

Why—A detail that is often left undisclosed in delegations is why the person was chosen. People want to know why they are being asked to take on more responsibility. It is important to describe what skills or abilities the person has that qualifies him or her for the new task. What experience or accomplishments were considered when the person was selected? Knowing this will help boost the person's confidence, and they will be more receptive to accepting additional responsibility.

Experience and Education—Sometimes the leader will decide to delegate responsibility to a follower who needs further training or experience. The training needs to be discussed and planned up front in the first discussions about the delegation. Delegation is one of the most effective team member development actions that a leader can take. But, arrangements for formal training, or supervised on-the-job training, must be implemented before the person who receives the new task becomes frustrated with the new assignment or makes costly errors.

Reviews—Every new delegation needs follow-up. The leader needs to set a date when the person will report on progress and has an opportunity to express concerns or problems. Clearly communicate that this will be a learning process. There may be mistakes and miscommunications. That is normal for growth in new responsibilities. This is why reviews are important.

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EMPOWERMENT Planner

Delegate Authority & Responsibility

Who:		Project:
E	Expectations (scope, performance standards, measurement methods, what success looks like)	
M	Methods (outline procedures, tasks, methods)	
P	Power (authority: wait, ask, recommend, act and advise immediately, act and report)	
O	Organisational Support (information, materials, equipment, people, money)	
W	Why (why chosen, what skills and abilities, why important to organisation, how individual benefits)	
E	Experience and Education (what training needed)	
R	Reviews (progress reports, correcting mistakes, milestones)	



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