



Delegating and Teamwork

PARTICIPANT GUIDE



Your Corporate University

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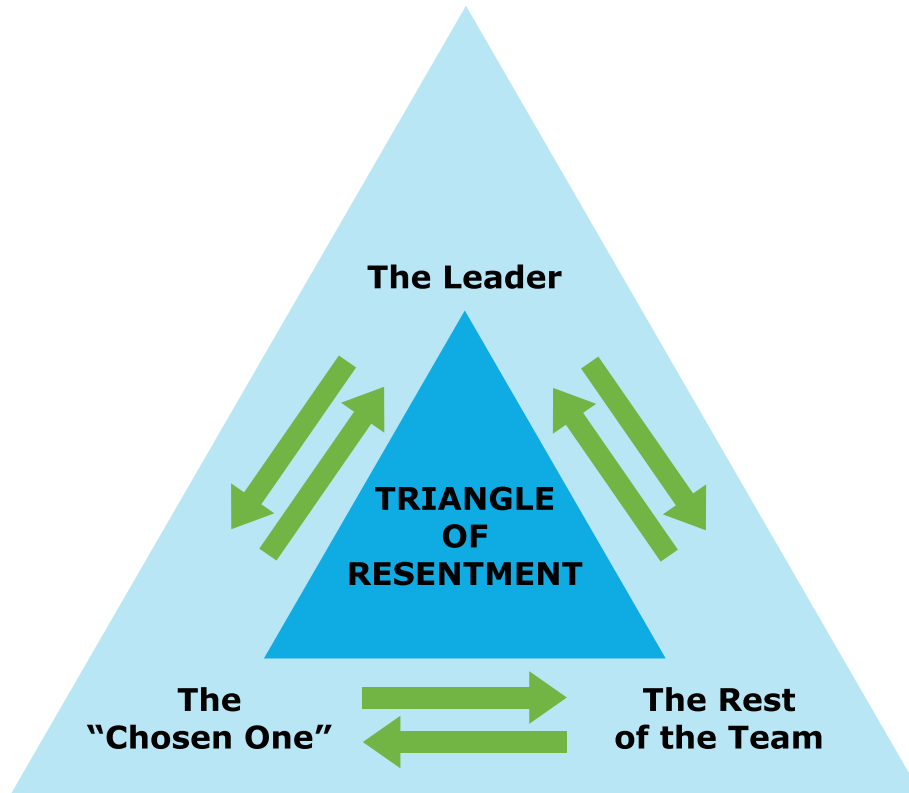
What Is Delegation?

Delegation is a key tool for achieving results through others. When you delegate, you give tasks to others to complete, along with the appropriate level of decision-making authority and autonomy.

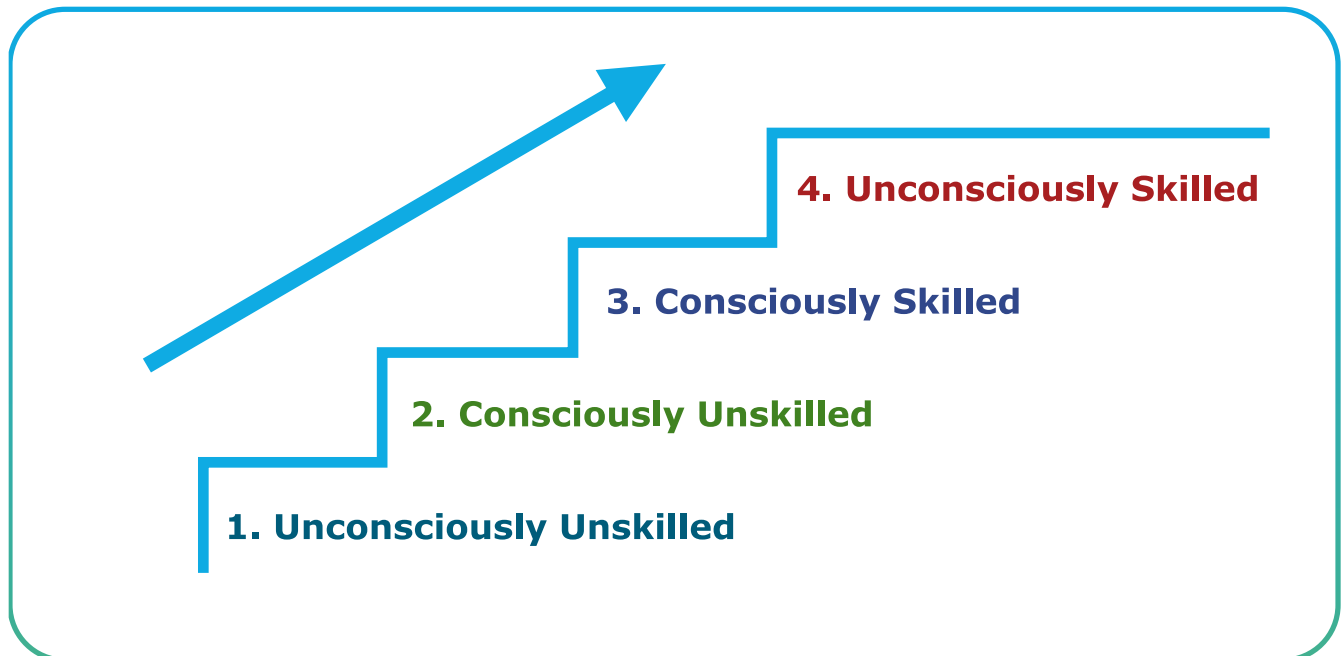
The process of delegation involves clearly setting expectations for employees, ensuring they understand the task and are committed to it.

Risks	Benefits

Triangle of Resentment



Stages of Learning



Stages of Autonomy

There is a correlation between an employee's skill level and the amount of autonomy you may be willing to delegate. Typically, as an employee demonstrates their development, more autonomy is granted.

Limited/None

An employee with limited autonomy will likely be in close collaboration with the supervisor for both feedback and coaching of their work before next steps.

Partial

An employee with partial autonomy can make decisions within their scope, likely still with considerable review and oversight.

Significant

An employee with significant autonomy works independently and likely comes to the supervisor for advice or consultation as they progress through milestones. This employee is often interested in coaching to develop their skills.

High

An employee with this level of skill keeps supervisor informed to continue to perform at a high level.

5-Step Process for Delegating & Setting Expectations (Template, pg 1)

Step 1: Describe the Task and Its Importance

- Provide an overview of the task
- Discuss why the task is important, tying it to a larger organizational goal, customer request, or team impact
- Consider the stage of learning and stage of autonomy and share the history of the task or any relevant background information
- Help employee understand the benefits if the task is done well and the risks if not done well

Step 2: Clarify Expectations

- Quantity — the amount to be completed
- Quality — characteristics like completeness, orderliness, accuracy, and other hard-to-define elements, such as appearance
- Timeliness — milestones and deadlines
- Cost — budget, supplies, or material limitations
- Behavior — interpersonal skills, attendance, adherence to organization's policies

Step 3: Mutually Discuss Resources

- Share details on budget, access to information, equipment, supplies, training, time, other employees, and you
- Ask employee what resources they think they need

5-Step Process for Delegating & Setting Expectations (Template, pg 2)

Step 4: Check for Understanding and Commitment

- Ask them to paraphrase what you've outlined
- Ask them to describe or demonstrate the expectations
- Ask open-ended and situational questions
- Check on their confidence and concerns
- Directly ask if you have their commitment

Step 5: Show Support and Appreciation

- Be specific with your praise and appreciation for taking on the task
- Offer your confidence in their abilities and invite them to come to you for assistance

+ Follow Up

- Reaffirm your continued support
- Take action on anything you committed to do

Promoting Teamwork

Top 10 Obstacles to Teamwork

These are the top obstacles, according to a 2009 teamworkandleadership.com LinkedIn survey.

Check the ones you feel inhibit your team's ability to be as effective as possible.

- Lack of a strong leadership
- Lack of goals and goal alignment
- Individuals focused on themselves and not the team
- Lack of understanding of team members
- Lack of clarity on team roles or the team's vision and purpose
- Lack of focus on team rewards and appreciation
- Lack of spending time together as a team
- Poor communication
- Lack of trust
- Lack of accountability

Types of Decision-Making

There are four basic ways for teams to make decisions. All have their purpose and can be used at various times. When leaders are unclear about the type of decision-making they are implementing, it can cause frustration in teams. When possible, the rewards of coming to consensus generally make that type of decision-making the most desirable if long-term buy-in is necessary.

	Unilateral	Leader decides but asks for input	Democratic	Consensus
Who	Leader	Team contributes, but leader decides	All, majority rules	All must buy in
Purpose	Emergency	Generate ideas, but leader wants to be responsible for final decision	High involvement, but don't need to get full buy-in	High buy-in, lots of input
Speed	Fast	Likely fast	Likely slow	Slowest

Inviting All Voices to Contribute For Higher Results

Getting all voices to contribute can lead to more efficient and effective decisions. The following tools can help a group come to consensus, promote creativity, and increase engagement in the team.

Changing Hats

At times, a person or team gets stuck seeing things from one perspective and can have a hard time understanding any other viewpoint. This exercise gives every member of the team a chance to “look the same way at the same time.”

- Possibilities Hat: Every member of the group only talks about what they think is good about the idea.
- Skeptical Hat: Every member of the group tries to address problems or flaws with the idea.
- Improvement Hat: Every member answers the question, “How can we add to this or make it better?”

5-Finger Vote

To get a quick read on how close a team is to consensus, you can take a 5-finger vote. Have everyone hold up 1-5 fingers at the same time to say:

- 5 fingers: I'm 100% on board.
- 4 fingers: I feel good about the choice even though I may have a few questions.
- 3 fingers: I'm willing to support the choice, but I have significant questions.
- 2 fingers: I'm not ready to support this yet, but I may be able to be convinced.
- 1 finger: I see a potentially fatal flaw that needs more discussion.

1-2 fingers from any team member means we don't have consensus or commitment and should continue discussion. 3-5 fingers from all team members means moving forward.

"Yes, and ..."

Some of the most creative and valuable ideas sound crazy when first proposed. A quick, judgmental response can immediately highlight the shortcomings. But what if that first idea is instead used as a jumping off point? Improv actors use the concept of "Yes, and..." to keep creative ideas flowing and develop a story collaboratively that might go a completely different direction from where it started. Imagine the conversation that likely happened at Pike Place Market years ago....

Pike Place Market fish seller: "Hey, I know. We could stand out with the people and throw fish across the room to each other." Co-worker, "Yes, and...we can all shout and clap our hands with each successful throw to delight and surprise customers."

Encourage your team to practice "Yes, and" instead of "No, but" to generate creative ideas.

Mutual Invitation

Mutual invitation is a way of meeting that maximizes participation and breaks up some of the less helpful patterns that groups often fall into, such as hearing only from the loudest participants. The facilitator sets the topic and a time limit for each participant to share. A participant is then invited by name. Each participant has three options when called on: share, pass, or pass for now (the group will come back to people who 'pass for now' before the discussion is finished.) After a participant finishes their turn, they invite the next person.

Additional Resources

Books

Lencioni, Patrick. *The Five Dysfunctions of a Team: A Leadership Fable*. Jossey-Bass, 2002.

Catmull, Ed; and Wallace, Amy. *Creativity, Inc.: Overcoming the Unseen Forces That Stand in the Way of True Inspiration*. Random House, 2014.

Katzenbach, Jon; and Smith, Douglas. *The Wisdom of Teams: Creating the High-Performance Organization*. Harvard Business Review Press, 2015.

Kagan, Robert; and Lahey, Lisa. *An Everyone Culture: Becoming a Deliberately Developmental Organization*. Harvard Business Review Press, 2016.

Articles

“3 Improv Exercises That Can Change the Way Your Team Works” by Tom Yorton on HRB.org. March 9, 2015 (3 min read) <https://hbr.org/2015/03/3-improv-exercises-that-can-change-the-way-your-team-works>