

Delegate for Growth© Workbook

This workbook guides you through an overview of the Delegate for Growth© approach. Use the:

- Frameworks to build your knowledge
- Self-reflection questions to explore your development needs
- *Where am I now?* scores to prioritise your development needs

This version accompanies the IGD webinar on 3 November 2021

Introduction

Delegation is a core component of workplace relationships. Focusing on how we approach it and building knowledge and skills, when put into action, positively impacts the health and performance of our workplace relationships.

It is an exchange between people.

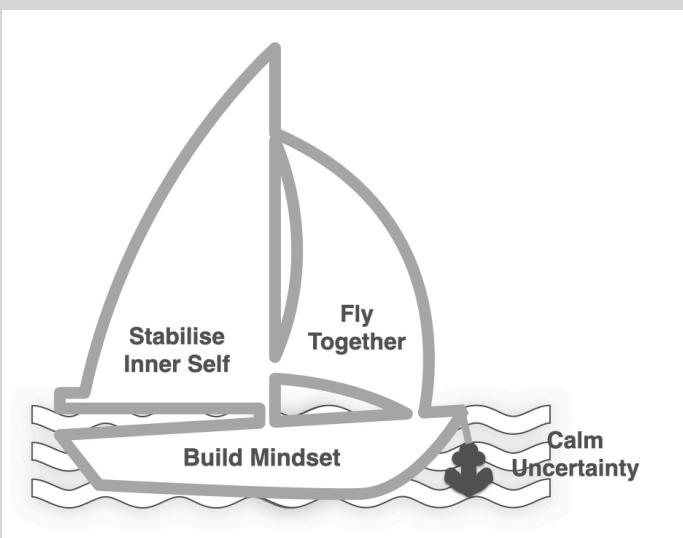
"coherent organizational patterns emerge... because of what everybody is doing and not doing. What emerges is the interweaving of all our intentions"

Ralph Stacey

Delegate for Growth© Overview

Four areas require focus

1. Build your Mindset - *Float your Boat*
2. Stabilise your Inner Self - *Raise the Mainsail*
3. Fly Together - *Hoist the Jib*
4. Create Conditions - *Calm Sea of Uncertainty*



Self-Reflection Questions - Getting Started

Firstly, Set your Learning Intention

1. What do you hope will be different by giving Delegation your learning attention?

What do you hope there will be more of? What do you hope there will be less of?

2. What makes this important now?

3. What risks are you prepared to take whilst learning?

4. How will you know something is changing?

Secondly, Where are you starting from?

5. What do you believe about Delegation?

6. When you see or experience great Delegation, what specifically do you notice?

7. When do you notice yourself Delegating well?

What is happening? Where are you? With whom? Doing what? In what circumstances?

8. When do you notice that Delegation could have gone better?

What is happening? Where are you? With whom? Doing what? In what circumstances?

Where am I now?

Low

High

0

1

2

3

4

5

Know what to try

Confident in giving it a go

Skilled at using it

Consistency of usage & results →

1. Build your Mindset - Float your Boat

Our Mindset is how we choose to see the world and make sense of it. Like the hull of a boat it keeps us afloat. It is a set of beliefs that shape how we interpret information, which in turn shapes our behaviours. Choosing a mindset often means acknowledging and letting go of what you currently believe.

When we choose GROWTH as the mindset when delegating, it creates a new focus, and helps us shift towards achieving a 3-way win for the leader, the direct report and for the company.



The 3-way Delegate for Growth© mindset

Growth of competence & confidence in:

- Core communication skills
- Development conversations
- Awareness of values
- Prioritisation of own & others time & skill



Growth of competence & confidence in:

- Delivery of requests
- Questioning upwards to improve clarity
- Owning their role in the delegation exchange
- Their own values

- Growth of good quality output
- Reduction of lost time & skill
- Saved costs via internal talent development

Self-Reflection Questions

1. How easy is it for you to adopt the Delegate for Growth© mindset?

Scale of 1-5 (5 being easy)

2. What beliefs or concerns might you need to let go of?

3. How can you support yourself to let go of those beliefs or concerns?

Where am I now?

Low

High

0

1

2

3

4

5

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2. Stabilise your Inner Self - Raise the Mainsail

This section, split into two parts, is about you. Developing your expertise in the core transferable skills which are used in delegating, and building an awareness of your values and how they can support great delegation and sometimes get in the way.

Being perfectly balanced 100% all of the time is an illusion, the leadership skill is noticing your balance in the moment and adjusting to create stability. This requires both awareness of self and the ability to self-monitor and adapt.

Part A: Core Skills Self Reflection

In this section, take time to reflect on your capability of applying these core skills in the context of delegating.

Skill	Move from this... (low)	Towards this... (high)	Where am I now? 0 - Low; 5- High
Listening	Listening for info that confirms what you believe or want to hear	Listening for the messages, meaning and emotion that sit between/beneath words	
Questioning	Asking questions to which you already know the answer	Asking open ended questions which deepen understanding	
Articulation	Saying or not saying whatever is in your mind	Framing what is important and relevant. Saying what is unsaid.	
Clarification	Muddling through hoping no one will guess there are gaps in what you know	Stating what is known and what is unknown	
Prioritisation	Leaving it up to someone else to second guess the priority and decide what gets dropped <i>(Making nothing a priority or everything a priority)</i>	Discuss/ determine the priority eg. when and how much time/focus, and seeking understanding of implications	

2. Stabilise your Inner Self - Raise the Mainsail

Part B: Know your Values

Our values influence how we put our knowledge and skill into action. Sometimes they make it easier, and sometimes when we overdo them, they can inadvertently hold us back. This is referred to as the darkside of the value.



How Values can flavour what we do

Some example values

- Autonomy/ Self-sufficiency
- Helpfulness
- Harmony
- Process & Order
- Quality & Standards
- Competence



Darkside tendencies towards....

- Expecting others to work it out for themselves
- More listening than questioning and avoiding prioritisation
- Delegating towards those who will not rock the boat/ Avoiding delegating
- Over clarifying and questioning small details
- A focus on showing it's done well/right, less listening, questioning, clarifying

Self-Reflection Questions - See your values in action

1. What are your values?

If unsure, ask yourself, what matters to you about how others treat you? When you do a piece of work, notice what you first focus on. They show up everyday, so watch out for them in your daily interactions.

2. How do they flavour how you put your core delegation skills into action?

Look back at your answers to the Q's 7 & 8 on p.2. Notice the skills being used/not being used and reflect on which values are supporting/challenging you.

3. Generate ideas of how you can flex how your values flavour your behaviour.

Where am I now?

Low

High

0 1 2 3 4 5

I know my values

I notice how they flavour my behaviour/action

I can flex how they flavour my behaviour/action

Consistency of usage & results

3. Fly Together - Hoist the Jib

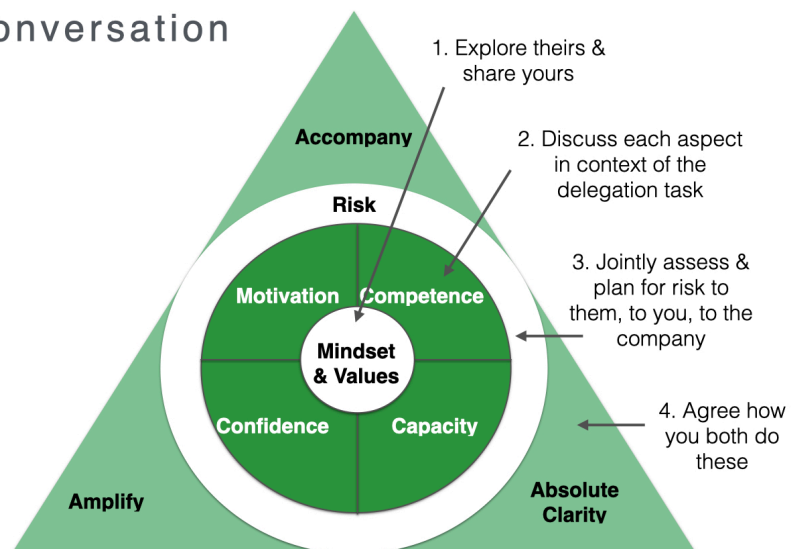
This section is acknowledging that delegation is an exchange between two people, not a one way process. The aim of the Delegate for Growth© development conversation is to come away with a set of guidelines for you both to use when delegating. It minimises second guessing and removes unnecessary uncertainty.

Going to this depth prepares you both for great delegation. It allows you to jointly discuss the challenges you each face when delegating, and together, create experiments to try out, and grow from.



The Delegate for Growth© development conversation

- Introduce the framework during a development conversation
- Use it as a guide for every significant piece of delegation
- Start in the centre and work out to the corners



Self-Reflection Questions - Prepare

1. What preparation is needed to have this conversation?
For you, and for your direct report?

Where am I now?

Low

High

0

1

2

3

4

5

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Skilled at using it

Consistency of usage & results

4. Create Conditions - Calm the Sea of Uncertainty

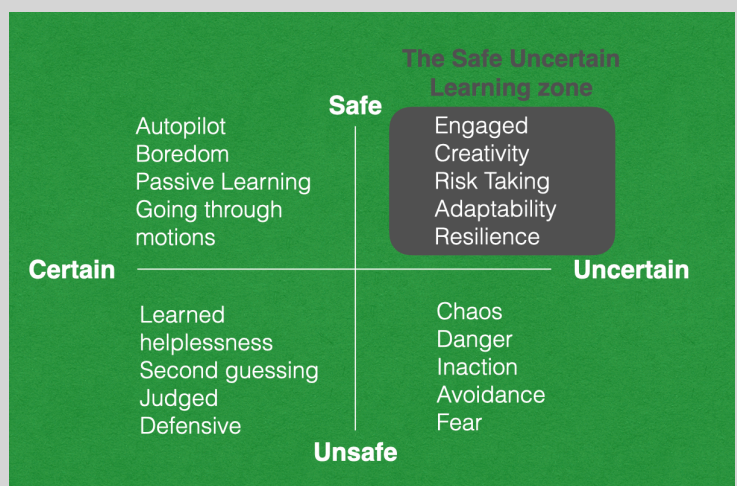
In this section, we are creating the conditions for great delegation. We use the concept of Safe Uncertainty to continue the focus on calming unnecessary uncertainty for both of you. And we only make certain what needs to be. We are aiming to create sufficient safety for learning and development to occur. This is not static, it evolves as you both develop and within the complexity and risk in the situation.

The Clarify framework gives you key questions to ask, answer and articulate when delegating.

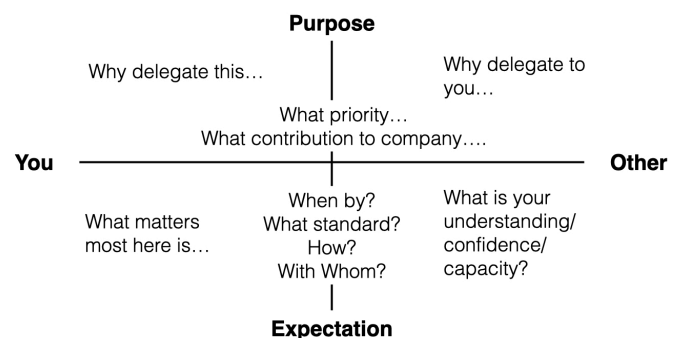
Self Reflection Questions

1. Consider your direct report(s); what levels of certainty and safety do you tend to use with them?

2. Which questions are most important for you to practice to create Safe Uncertainty?



Delegate for Growth© Clarify framework



Where am I now?

Low

High

0

1

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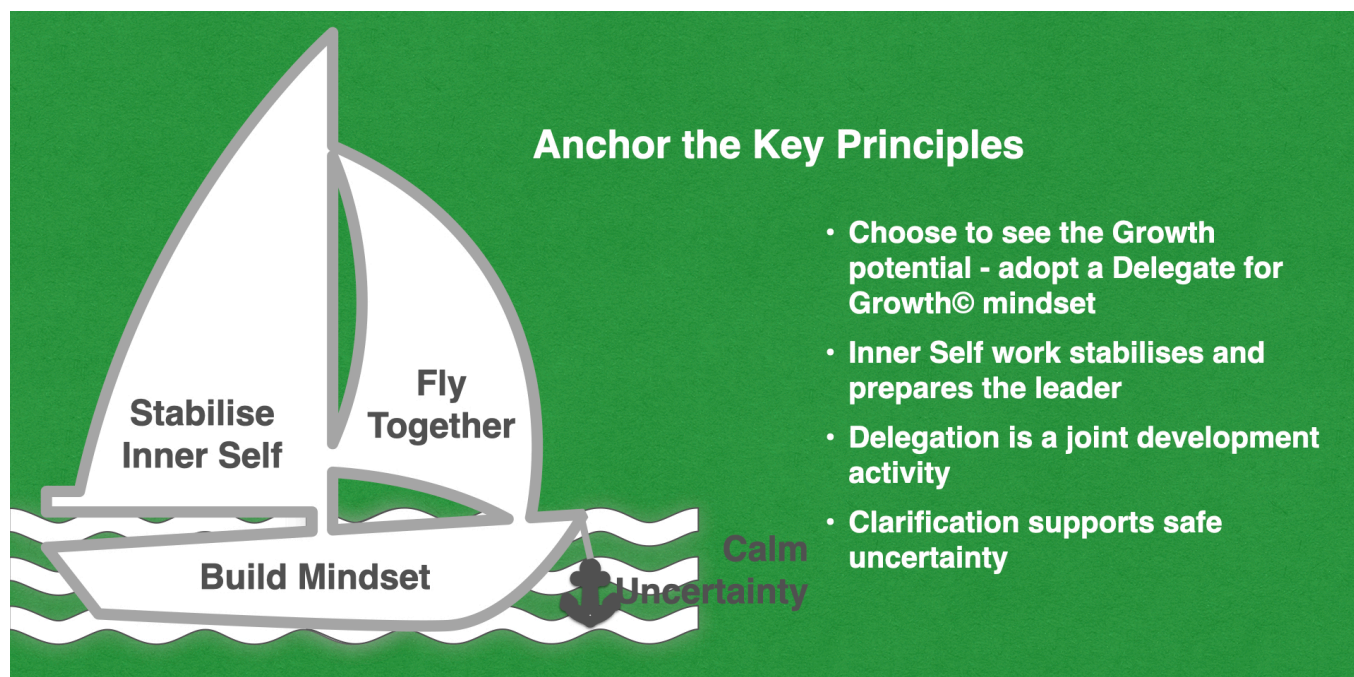
5

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Summarise your strengths, and prioritise your development needs

Look back at your **Where am I Now?** Scores:

1. What are your strengths? *This might be your knowledge, your confidence to start trying out some new techniques, or your current skills and experience in delegating.*
2. What are your top 3 areas to prioritise for development over the next 6 months? *Drill it down and be specific. Take it further and identify your first step for each one.*

A.

B.

C.

Prepare your answer to the question - What are you like at delegating?

Include the strengths, and one thing you are focused on improving.

Left blank for your notes and additional reflections

Hopefully this webinar and workbook will have helped you craft your unique delegation development plan and given you the confidence to experiment a little. If you have further questions, or would like to explore this and other workplace relationship skills as you develop your leadership style, please reach out to felicity@bendtheriver.org or connect via LinkedIn.