

Developing Others Through Delegation Facilitator Guide

Leader Professional Development
United States Army
Center for Army Leadership



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Introduction

WHO IS CAL

The Center for Army Leadership (CAL) is the Army's designated action agent for Leader Development and Leadership in the areas of research, assessment, doctrine, initiative management, and quality assurance to sustain excellence in the Army's core competency of growing leaders.

INTENT OF THE LEADER PROFESSIONAL DEVELOPMENT KITS

Leadership is the unifying and multiplying element of combat power (ADP 6-0). Leader development programs are a proven method organizations can use to ensure regular improvement and refinement of critical leadership skills. In 2022, CAL began the design and development of a collection of ready-made Leader Professional Development (LPD) kits that you can use to deliver professional development sessions. These LPD sessions are designed to address topics of need; educate you on the Army Leadership Requirements Model (ADP 6-22); generate group discussion by asking thought-provoking questions; help you identify gaps in your unit, team, or organization; and determine actions leaders can take to improve the gaps.

It takes a lot of effort to create slides and briefing materials. Knowing that every Soldier's time is valuable, CAL created a pre-packaged set of materials (slides, facilitator guide, etc.) with everything you need to conduct an LPD. Now you can focus on learning and presenting the materials. Use this LPD kit as an opportunity to have a leader development discussion with others. The intent isn't for you to lecture for an entire session or read slides verbatim. Instead, think about the content, put it in the context of your unit, and get your audience talking about how to improve as Army leaders and a team.

CONTACT DETAILS

If you have any questions about the LPD kits or have suggestions for additional topics, please contact CAL at usarmy.leavenworth.tradoc.mbx.cal@army.mil.

You can also connect with CAL in the following ways:

- On the web: <https://cal.army.mil/>
- On Facebook: <https://www.facebook.com/USArmyCAL>
- On Instagram: <https://www.instagram.com/usarmycal>
- On Twitter: <https://twitter.com/USArmyCAL>
- On YouTube: <https://www.youtube.com/@USArmyCAL>

You can find the materials for this LPD, as well as others, at the CAL website at <https://cal.army.mil/>.

Overview

PURPOSE OF THIS SESSION

The goal of this session is to provide Army leaders strategies and techniques for empowering subordinates and supporting their development through delegation.

The specific learning objectives for this session include:

- Identify the importance of delegation.
- Explain the types of responsibilities that should be delegated.
- Discuss methods for delegating effectively.

TARGET AUDIENCE

The target audience for this LPD session are Company Level leaders from SGTs (E-5) to CPT (O-3).

The optimal facilitator-to-learners ratio for this LPD session is one facilitator to approximately 20 participants. If the anticipated audience is to be more than 20 participants, those organizing the session should consider having multiple facilitators.

NOTE: If the anticipated audience is greater than 50 participants, some features of this Facilitator Guide will have to be adapted. For example, instead of conducting whole group discussions, you may need to split the audience into smaller groups to ensure everyone has an opportunity to contribute. To facilitate group discussions, the allotted time may also need to be increased.

RECOMMENDED MATERIALS

The following table lists recommended materials and equipment for facilitating this session. While these are recommended, not all of the listed equipment is required. For example, if you deliver the session out in the field and do not have access to a computer, monitor, or projector, you can still facilitate the session using just this facilitator guide and participant packets.

Materials	Quantity
Quick Start Guide	1 per facilitator
This Facilitator Guide	1 per facilitator
Participant Packet <ul style="list-style-type: none"> • Developing Others Through Delegation Handout • After Action Review Form 	1 per participant
PowerPoint Slides	1 per facilitator
PC Computer or Laptop	1 per facilitator
Monitor or Projector and A/V cables	1 per room
Screen (if projecting)	1 per room
Chart Paper and Markers or White Board and Dry Erase Markers	1 per room

Documents can be accessed on the CAL website here: <https://cal.army.mil/>

AGENDA

The session is designed to be presented in a 42-minute block of time. Later in this guide, you will see the suggested timing for each individual slide, from which the below duration times were calculated.

Segments	Duration
Session Opening	2 mins
The Importance of Delegation	17.5 mins
How to Delegate Effectively	19.5 mins
Session Closing	3 mins
Total Duration	42 mins







PREPARING FOR YOUR LPD SESSION

This facilitator guide aims to provide all of the information necessary to lead a successful session and discussion on this topic. To that aim, here are steps that you should take before the session.

1. Read through this facilitator guide and review the PowerPoint slides. Make sure you feel comfortable speaking to the key points and leading the discussion(s). Based on the audience, prepare to modify discussion questions to ensure they are meaningful and apply to your specific unit/organization. The more you can get the audience discussing how they can improve the organization by applying the material, the better.
2. Be prepared to include personal experiences related to the topic or familiarize yourself with examples you can reference throughout session. Real-life examples help tie together the individual segments, engage the audience, and enable learners to connect the content to their day-to-day jobs. Feel free to add short video clips or other materials you think the audience would find engaging.
3. Familiarize yourself with the suggested timing of slides and discussion activities.
4. Determine the anticipated audience size. Recruit additional facilitators or plan for modifications to the session if the audience size exceeds 20 participants.
5. Invite the commanding officer or organization director to speak at the beginning of the session to introduce the purpose/intent of the session. This will increase audience engagement and attention.
6. Review the additional resources so you can direct the audience to the appropriate information. Share the resources electronically via email before the session. Print participant packets ahead of the session.

HOW TO USE THIS GUIDE

The facilitator guide contains PowerPoint slides embedded with facilitation notes and discussion questions to guide you through the session. The facilitation notes include icon cues that are designed to provide visual references for you as to the type of action required, operational instructions, or other special points (e.g., discussion). Each icon is described below.

Icons	Icon Name	Descriptions
	Slide	This icon indicates that a slide should be presented. An image of each slide in the associated PowerPoint is provided. These slides help you identify which slide goes with each instructional strategy, duration, and key points.
	Duration	This icon indicates the suggested amount of time to spend on each slide.
	Key Points	This icon indicates the key points that should be covered. Although you should not read the key points verbatim during the session, you can read through it beforehand to familiarize yourself with the content.
	Discussion	This icon indicates that a discussion should be facilitated.
	Activity	This icon indicates that an activity should be facilitated.
	Resources	This icon indicates when any resource (handout, case study, example, article, etc.) should be used.

How to Facilitate This LPD Session

This section provides you with details on how to facilitate each slide in the session.

SESSION OPENING – SLIDE 1



1 minute



- Welcome participants to this session on developing others through delegation. This session is part of the Leader Professional Development series designed to address and generate discussion about various topics of importance and determine actions you can take to improve your organizations.
- Explain that delegation is a critical factor for success in organizations. Leaders cannot develop subordinates without delegating to them. Similarly, leaders cannot adjust and expand their unit's capabilities without delegating. Successful delegation involves empowering subordinates to act independently and operate as they see fit, within the limits of the commander's intent and available resources.
- Point out that many leaders, from the newly promoted to the most experienced who take on too much, struggle with delegation. Moving from an individual contributor to overseeing the efforts of others can be especially challenging.
- Explain that in this session, you will learn strategies and techniques for empowering subordinates and supporting their development through delegation.

ARMY LEADERSHIP REQUIREMENTS MODEL (LRM) – SLIDE 2



Army Leadership Requirements Model (LRM)

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- This LPD session focuses on the following competency:
 - Develops others
- Learn more about the LRM by reviewing:
 - ADP 6-22
 - Describes what right looks like for all leaders
 - FM 6-22
 - Teaches you how to develop as a leader



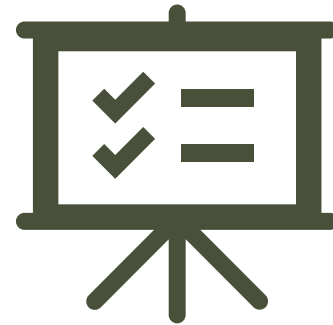
30 seconds



- Explain that it's important that everyone be familiar with the Army Leadership Requirements Model, which lays out the core set of requirements of what the Army expects all leaders need to be, to know, and to do. By understanding these expectations, you will be better prepared to deal with a range and variety of situations. Soldiers who regularly and successfully apply these expectations have better trained units, command climates, and leaders who possess the necessary skills to win the fight. The Leadership Requirements Model can be found in ADP 6-22 and FM 6-22, which you should also take some time to check out if you haven't already. ADP 6-22 describes what right looks like for all leaders, and FM 6-22 tells you how to develop as a leader.
- Point out that this leader professional development session ties directly to the Develops others competency under the Develops section of the model.

SESSION OBJECTIVES – SLIDE 3**Session Objectives**

- Identify the importance of delegation.
- Explain the types of responsibilities that should be delegated.
- Discuss methods for delegating effectively.



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30 seconds



- Explain that by the end of this session, you will be able to:
 - Identify the importance of delegation.
 - Explain the types of responsibilities that should be delegated.
 - Discuss methods for delegating effectively.
- To help make this session as impactful as possible, encourage participants to contribute to the discussions with their own perspectives, reflections, and experiences.

THE IMPORTANCE OF DELEGATION – SLIDE 4



30 seconds



- Explain that in this section, we'll discuss what delegation is, the benefits of delegation, and the types of responsibilities that should be delegated.
-

DELEGATION DEFINED – SLIDE 5**Delegation Defined**

- Delegation means assigning responsibilities or tasks aligned with the overall unit mission to the lowest appropriate levels and providing adequate authority and resources to carry them out.

“Never tell people how to do things. Tell them what to do and they will surprise you with their ingenuity.”

-General George S. Patton, Jr.

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1 minute



- Explain that delegation is defined as assigning responsibilities or tasks aligned with the overall unit mission to the lowest appropriate levels and providing adequate authority and resources to carry them out.
- Delegation means not only assigning new responsibilities to a subordinate, but also providing the necessary information, resources, and authority to successfully carry out those responsibilities.

DISCUSSION – SLIDE 6



Discussion



- How are we at delegating within our unit/organization? Do we actually do it? When we don't, what are some excuses/reasons?

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3 minutes



- Ask participants:

- How are we at delegating within our unit/organization? Do we actually do it? When we don't, what are some excuses/reasons?

Answers will vary. If they don't come out during the discussion or to help kick-start the conversation, point out some of these common excuses/reasons for not delegating:

- *You believe that if you want something done right, you have to do it yourself.*
- *You believe that if you delegate certain responsibilities, you'll be seen as lazy.*
- *It's hard to delegate your work because you're ultimately held accountable for the result.*
- *It's quicker to do the task yourself than explain how to do it to someone else.*
- *You prefer not to delegate certain responsibilities because you want the credit for completing the work.*
- *You don't trust your subordinate to get the job done properly.*

BENEFITS OF DELEGATION – SLIDE 7



Benefits of Delegation

01

Develops subordinates

02

Improves decision quality

03

Increases commitment to implement decisions

04

Increases job satisfaction and performance

05

Builds interpersonal and organizational trust

06

Frees leaders' time for higher-level tasks and decision making

“Generals delegate not just as a way to get more done but, more importantly, as a way to build trust among subordinates and within whatever organization they lead, to provide subordinates adequate space to use their initiative and to grow as leaders, and to create a positive command climate.”

~ LTG James M. Dubik (U.S. Army, Ret.)

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3 minutes



- Explain that although delegation doesn't come naturally to many leaders, it's important for subordinate development. Let's review the benefits of delegation and how they can translate into improvement in subordinates' performance, your organization's morale, and your own ability to focus on higher-level responsibilities.
 - **Develops subordinates** – Delegation helps develop your subordinates by allowing them to build the skills required to perform the responsibilities of a higher position if/when the need arises. Delegation also helps subordinates hone their decision making and problem-solving skills in an environment with support and feedback. They will then be able to later apply these skills in situations characterized by uncertainty or minimal supervision, such as in combat.
 - **Improves decision quality** – Sometimes subordinates might be better equipped (i.e., with experience, knowledge, or skills) for a task than their superior is. This may happen when a subordinate is closer to the task, such as in decentralized operations, or has the technical expertise required to complete the assignment. Delegating responsibilities under these circumstances ensures that knowledge is resourced most effectively and that decisions result in the best possible outcome.
 - **Increases commitment to implement decisions** – Delegation encourages subordinates to use critical and creative thinking, become more comfortable with ambiguity, be willing to accept risk, adjust more quickly to changing circumstances, persevere in the face of temporary setbacks, and display innovation in problem-solving.
 - **Increases job satisfaction and performance** – Delegation can make a subordinate's job more interesting, challenging, and meaningful. Delegation increases job satisfaction when subordinates want more responsibility, have the skills necessary to complete the responsibility, and have some hope of achieving success.

-
- **Builds interpersonal and organizational trust** – Delegation builds a culture of trust because it demonstrates that you trust your subordinates' knowledge and leadership skills. It also allows subordinates to earn your trust by completing responsibilities of increasing difficulty.
 - **Frees leaders' time for higher-level tasks and decision making** – As a leader, you cannot monitor every situation all the time. Delegation helps you manage responsibilities by allowing you to focus your time on higher-level decision making and less on lower-level responsibilities. Delegation also allows you to be more efficient by completing responsibilities at the same time your subordinates are completing theirs. It's a divide-and-conquer technique. In doing so, you're able to increase your span of control.
-

CHARACTERISTICS OF DELEGATED RESPONSIBILITIES – SLIDE 8



Characteristics of Delegated Responsibilities

Delegated responsibilities should have the following four characteristics:

Meaningful

Flexible

Challenging

Important

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2 minutes



- Point out that just because you delegate a responsibility to your subordinate doesn't mean that you'll automatically foster empowerment. Delegated responsibilities fall along a continuum based on the extent to which they empower different subordinates.
- Explain that to truly develop your subordinates, the delegated responsibilities should have the following four characteristics:
 - **Meaningful** – Delegated responsibilities should be consistent with your subordinates' ideals or meaningful to them personally.
 - **Flexible** – Responsibilities should be flexible enough that your subordinates can develop their skills, but realistic enough that they believe they have the knowledge and skills to achieve some success.
 - **Challenging** – Delegated responsibilities should be difficult enough that your subordinates can develop their skills, but realistic enough that they believe they have the knowledge and skills to achieve some success.
 - **Important** – Responsibilities are good to delegate if your subordinate believes that they will have an impact on the unit as a whole or the overall mission.

WHAT TO DELEGATE – SLIDE 9



What to Delegate

- Responsibilities that are time constrained
- Responsibilities that can be done better by a subordinate
- Responsibilities that would free time for higher-level decision making
- Responsibilities relevant to a subordinate's career
- Responsibilities of appropriate difficulty

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3 minutes



- Explain that although there are some responsibilities that you'll need to complete on your own, there are others that can be delegated to your subordinates. The types of responsibilities that would be beneficial to delegate include:
 - **Responsibilities that are time constrained** – When time is short, delegation can help you carry out the responsibility effectively without sacrificing quality or requiring you to work longer hours. A responsibility is good to delegate if it requires quick decision making, must be completed by a certain deadline, and does not require the superior to monitor all parts of the process.
 - **Responsibilities that can be done better by a subordinate** – Some responsibilities can be completed more effectively or more efficiently by a subordinate. A responsibility would be beneficial to delegate if a subordinate is closer to the responsibility, either physically or conceptually, and has more expertise in the area.
 - **Responsibilities that would free time for higher-level decision making** – Delegating responsibilities can free up your time to dedicate to higher-level responsibilities. It's important to delegate responsibilities that allow you to devote your attention to more strategic matters, such as subordinate development or planning.
 - **Responsibilities relevant to a subordinate's career** – Delegating responsibilities that are relevant to your subordinates' career or professional goals allows them to exercise leadership skills and gain more specialized knowledge in an area important to their career.
 - **Responsibilities of appropriate difficulty** – Delegated responsibilities should be at the appropriate level of difficulty for the subordinates to whom you're delegating. They should be difficult enough that they challenge subordinates, but not too difficult that subordinates have no hope of success.

DISCUSSION – SLIDE 10



Discussion



- How can using delegation benefit your current or future roles?
- What responsibilities could you delegate to a subordinate? What subordinates would you like to delegate them to, and what are the skills they'd be able to develop?

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5 minutes



- Remind participants that delegation can and should be used to build knowledge, skills, and abilities your subordinates will need in the future.
- Ask participants:

- How can using delegation benefit your current or future roles?

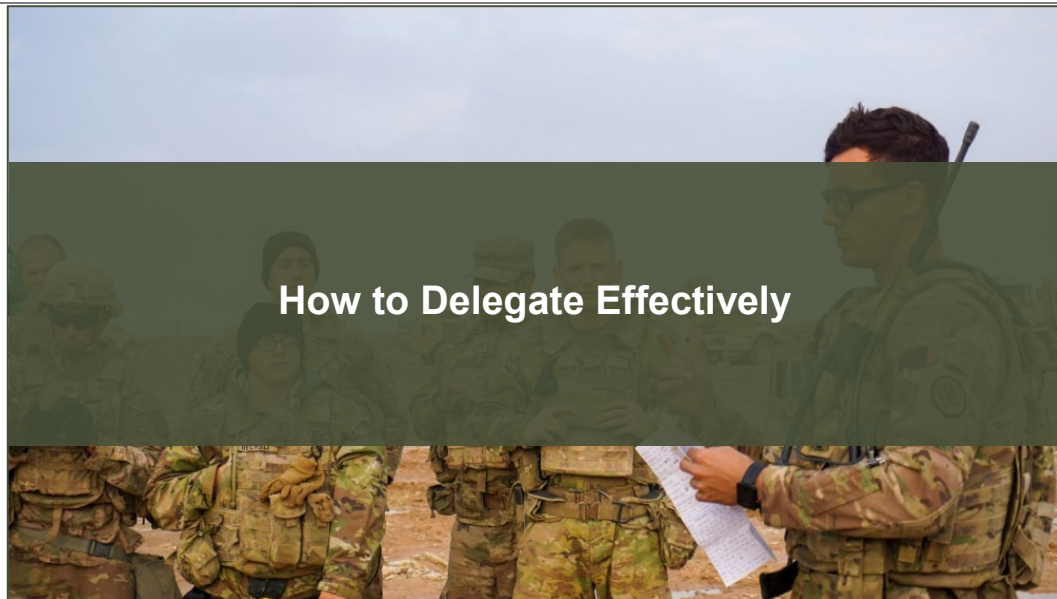
Answers will vary. Here are a couple of examples to help kick-start the conversation if needed:

- *Delegating certain tasks will free you up to focus on higher-value activities or acquire skills that will prepare you for your potential next role.*
- *Delegation keeps you from taking on more than you can handle and burning out.*

- What responsibilities could you delegate to a subordinate? Which subordinates would you delegate them to, and what are the skills they'd be able to develop?

Answers will vary.

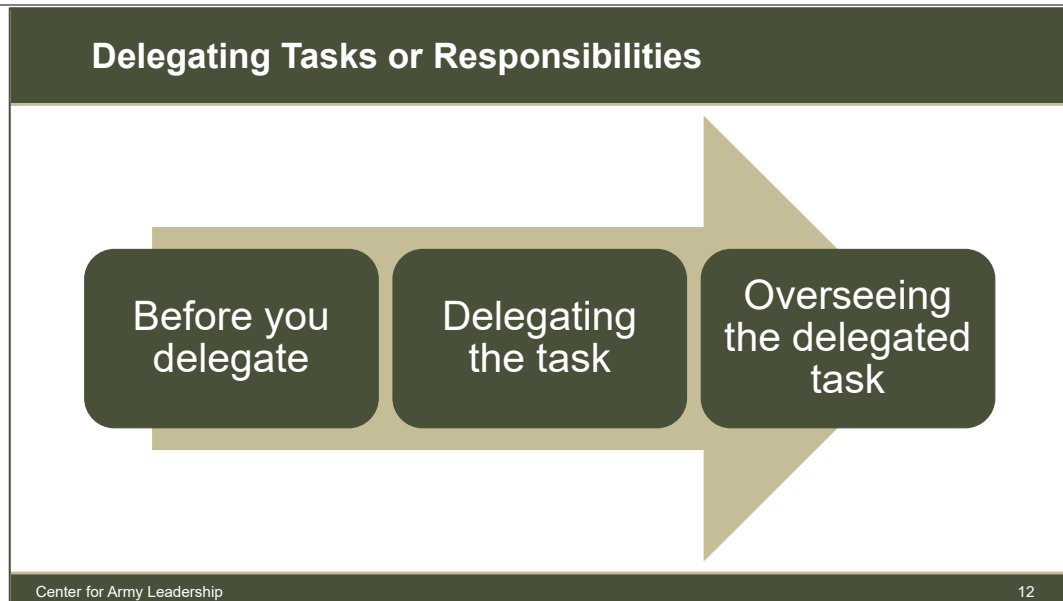
HOW TO DELEGATE EFFECTIVELY – SLIDE 11



30 seconds



- Explain that in this section, we'll discuss methods you can use to delegate effectively.
-

DELEGATING TASKS OR RESPONSIBILITIES – SLIDE 12

1 minute



- Explain that to effectively delegate, there are steps you should take prior to delegating, when in the act of delegating, and while overseeing the completion of the delegated task or responsibility. We will discuss each of these in more detail on the following slides.

BEFORE YOUR DELEGATE – SLIDE 13



Before You Delegate

- What responsibility do you want to delegate?
- Who should you delegate the responsibility to?
- What level of oversight and feedback will be needed?
- How can you mitigate risk and ensure successful completion?



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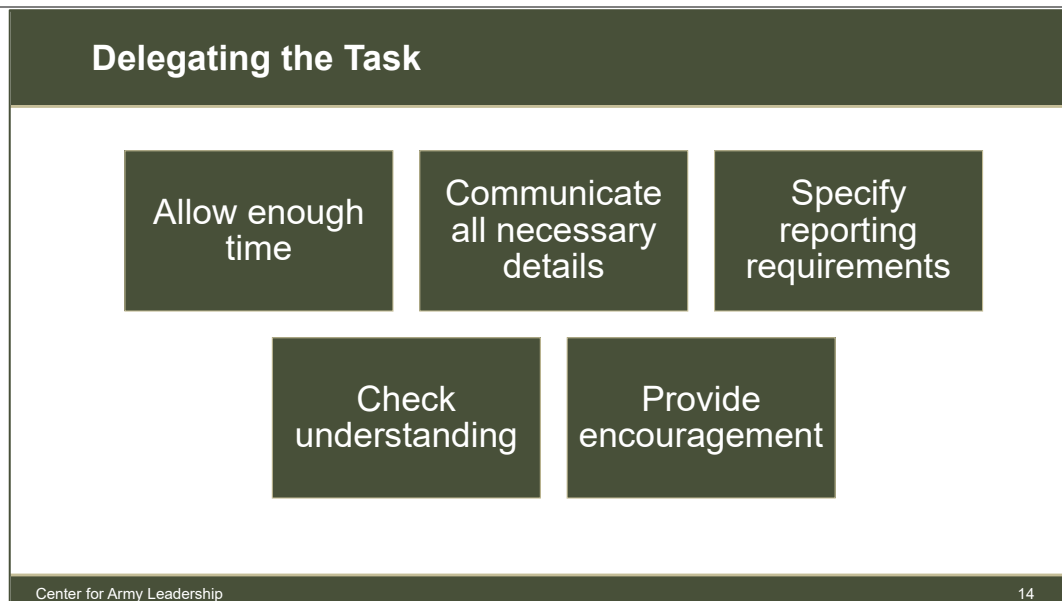


2 minutes



- Explain that delegation requires some planning. You'll first need to ask yourself:
 - **What responsibility do you want to delegate?** Make sure that your chosen responsibility checks off as many of the characteristics that we discussed earlier as possible: meaningful, flexible, challenging, and important.
 - **Who should you delegate the responsibility to?** Consider which subordinates need to be developed and in what skill areas while also taking into account motivation and interest level. Delegating tasks as “stretch” assignments are a great way to help your subordinates learn and grow. You should also try to delegate to different individuals so that all of your subordinates have an opportunity to prove themselves.
 - **What level of oversight and feedback will be needed?** Reflect on what the lowest possible appropriate level of oversight is. Acknowledge that with less experienced subordinates, greater oversight will be needed, and regular check-ins may be beneficial. You should be willing to adapt your initial assessment of oversight based on your subordinate's opinions and actions.
 - **How can you mitigate risk and ensure successful completion of the responsibility?** Brainstorm all possible outcomes for the delegated responsibility, including negative outcomes, and identify ways to minimize them. Identify the resources and authority your subordinate will need to be successful and ensure that you're in a position to allocate the necessary resources and authority. Don't delay delegation because you're waiting for the perfect circumstances. Be willing to accept some risk.

DELEGATING THE TASK – SLIDE 14



3 minutes



- Explain that when you meet with your subordinate to delegate the responsibility or task, be sure to:
 - **Allow enough time** – Arrange your schedule to allow for an unhurried meeting to communicate the responsibility to your subordinate. Also ensure that the meeting is held far enough ahead of the intended “end date” of the delegated responsibility to ensure your subordinate has sufficient time to complete it.
 - **Communicate all necessary details** – Explain to your subordinate what needs to be done, why the responsibility is important, and why it is being delegated to them. Specify any deadlines and how firm or flexible they are. Communicate the results you expect and the standards that must be met. It’s better to provide too much information rather than too little.
 - **Specify reporting requirements** – Specify what must be reported, how often it must be reported, and the manner in which progress will be monitored. Encourage subordinates to check in with you more frequently if they have any questions or run into any challenges or unforeseen circumstances. Try to have progress reports focus on results rather than methods. You should be willing to adapt reporting requirements if a subordinate gains skill or demonstrates competence.
 - **Check for understanding** – Make sure your subordinate understood all the information you conveyed by asking open-ended questions or requesting that your subordinate provide a summary or back brief of what you said. Encourage your subordinate to ask any questions they have about the responsibility you’ve delegated.
 - **Provide encouragement** – Close your meeting on a positive note by letting your subordinate know you trust them and expressing confidence in their abilities. Offer to be available for help if needed and specific times when you will be available.

OVERSEEING THE DELEGATED TASK – SLIDE 15



Overseeing the Delegated Task

- Inform others who need to know
- Provide adequate authority and resources
- Review and monitor progress
- Provide support without reasserting control
- Make mistakes a learning opportunity

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3 minutes



- Explain that once you've delegated a task, your responsibility has not ended. You must provide support and oversight to ensure that subordinate completes the responsibility successfully. This involves:
 - **Informing others who need to know** – Make sure you inform people who are affected by the delegation as well as those whose assistance is necessary for success. Communicate with these individuals yourself rather than via your subordinate.
 - **Providing adequate authority and resources** – Make sure your subordinate is aware of decisions they can make without your prior approval and agreements they can negotiate with other individuals. Also ensure that all necessary resources needed will be accessible to your subordinate.
 - **Reviewing and monitoring progress** – Check in with your subordinate at regularly scheduled intervals as you previously agreed upon. This allows you to provide guidance and feedback along the way as well as mitigate any problems.
 - **Providing support without reasserting control** – Show appreciation as the task is being completed, rewarding progress and giving public praise. When problems arise, help your subordinate recognize them and evaluate the effectiveness of proposed solutions rather than recommending your own solutions. You should only reassert control as a last resort of if the seriousness of the situations warrants it.
 - **Making mistakes a learning opportunity** – Accept that errors may occur and don't hold subordinates to an expectation of perfection. Differentiate between errors that can be chalked up as a learning experience and errors that are unacceptable. Hold an after action review to help subordinates learn from their mistakes.

DISCUSSION – SLIDE 16



Discussion



- Share some examples from your experience delegating tasks. What went well? What didn't go well? What were your lessons learned?
- How can you better incorporate delegation within your organization?

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10 minutes



- Ask participants:
 - Share some examples from your experience delegating tasks. What went well? What didn't go well? What were your lessons learned?
 - How can you better incorporate delegation within your organization?

Answers will vary.

WANT TO LEARN MORE? – SLIDE 17



Want to Learn More?

<https://cal.army.mil>

<div style="display: flex; align-items: center; margin-bottom: 10px;"> <p>Doctrine</p> </div> <p><i>Provides leader expectations</i></p> <ul style="list-style-type: none"> • ADP 6-22 <ul style="list-style-type: none"> • Paragraphs 7-10, 9-30, 9-31, 10-12 • FM 6-22 <ul style="list-style-type: none"> • Paragraph 4-104 	<div style="display: flex; align-items: center; margin-bottom: 10px;"> <p>Self-paced Online Lessons</p> </div> <p><i>Provide additional content and real-world examples/scenarios</i></p> <ul style="list-style-type: none"> • Enabling Your Subordinates Using Missing-Focused Delegation IMI Lesson
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1 minute



- Point out that, given the time constraints, we weren't able to cover everything in detail. To learn more about delegation, go to the CAL site and check out these resources.

AFTER ACTION REVIEW – SLIDE 18**After Action Review**

- Complete the AAR form in your Participant Packet and return it to the facilitator.
 - The form allows you to provide feedback about this session.
 - Your feedback will be used to improve future deliveries of this session.

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1 minute



- At the end of the session, tell participants to complete the AAR form in their Participant Packet (also on the next page for your reference) and to return it to you before they leave.



- Tell participants that:
 - The form allows them to provide feedback about the session.
 - Their feedback will be used to improve future deliveries of the session.

Developing Others Through Delegation After Action Review Form

Purpose

The purpose of this After Action Review (AAR) is to help your organization improve its Leader Professional Development program. Your feedback will help identify areas of this session that went well and areas that could be improved.

Session Goals

The goal of this session was to provide Army leaders strategies and techniques for empowering subordinates and supporting their development through delegation.

After you participate in this session, it is expected that you will be able to:

- Identify the importance of delegation.
- Explain the types of responsibilities that should be delegated.
- Discuss methods for delegating effectively.

Your Feedback

Answer the following question below:

Question	Your Feedback
<p>Were the goals of this session met? If not, explain why.</p>	
<p>What went well during this session?</p>	
<p>Are there any areas in which the session could be improved? If so, please specify.</p>	

LET'S CONNECT – SLIDE 19**Let's Connect**

- On the web: cal.army.mil
- On Facebook: [USArmyCAL](https://www.facebook.com/USArmyCAL)
- On Instagram: [@usarmycal](https://www.instagram.com/usarmycal)
- On Twitter: [@USArmyCAL](https://twitter.com/USArmyCAL)
- On YouTube: [@USArmyCAL](https://www.youtube.com/USArmyCAL)

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1 minute



- Display this slide while participants are completing their After Action Review.