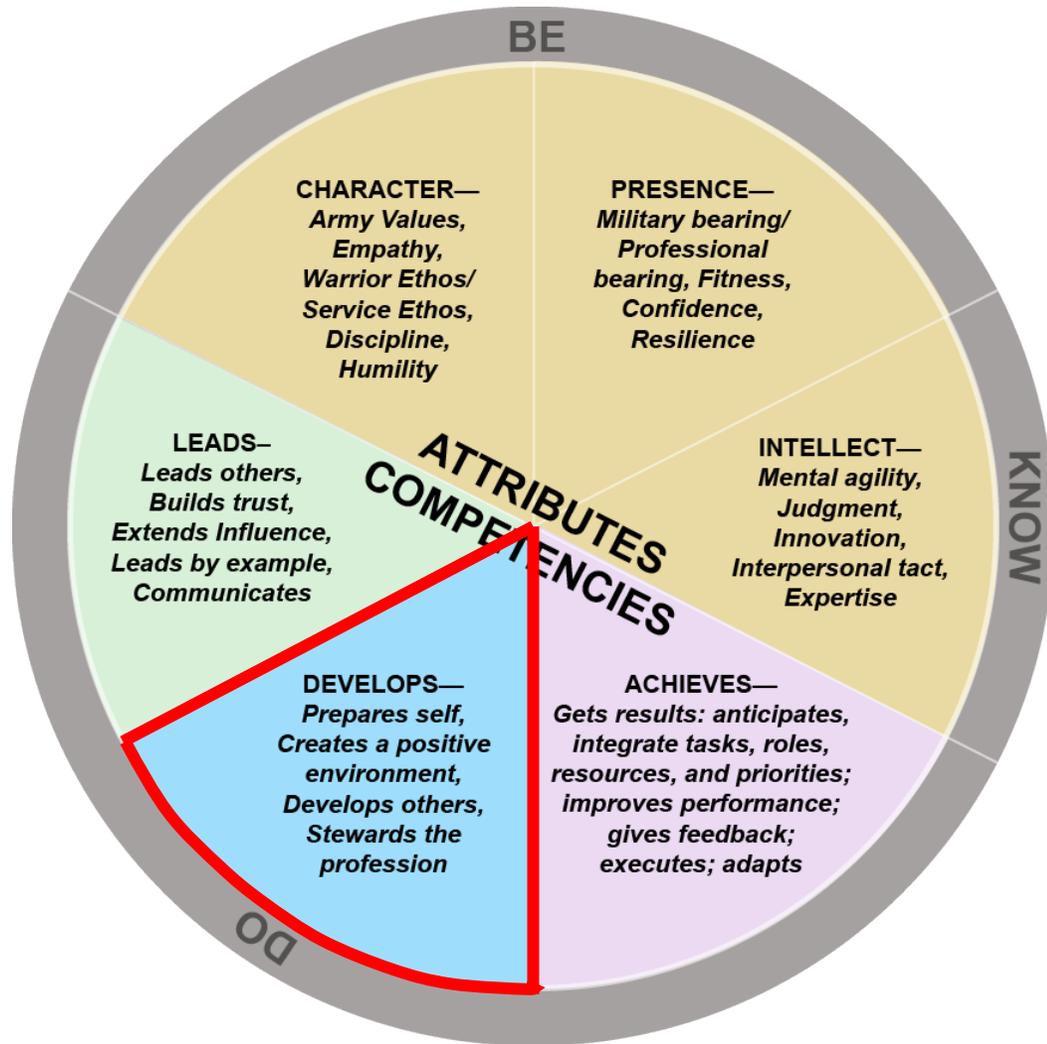# Developing Others Through Delegation

Leader Professional Development

United States Army

Center for Army Leadership

# Army Leadership Requirements Model (LRM)

ATTRIBUTES

BE

CHARACTER—
Army Values, Empathy, Warrior Ethos/ Service Ethos, Discipline, Humility

PRESENCE—
Military bearing/ Professional bearing, Fitness, Confidence, Resilience

LEADS–
Leads others, Builds trust, Extends Influence, Leads by example, Communicates

KNOW

INTELLECT—
Mental agility, Judgment, Innovation, Interpersonal tact, Expertise

COMPETENCIES

DEVELOPS—
Prepares self, Creates a positive environment, Develops others, Stewards the profession

ACHIEVES—
Gets results: anticipates, integrate tasks, roles, resources, and priorities; improves performance; gives feedback; executes; adapts

DO

- 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

Session Objectives

- Identify the importance of delegation.

- Explain the types of responsibilities that should be delegated.

- Discuss methods for delegating effectively.
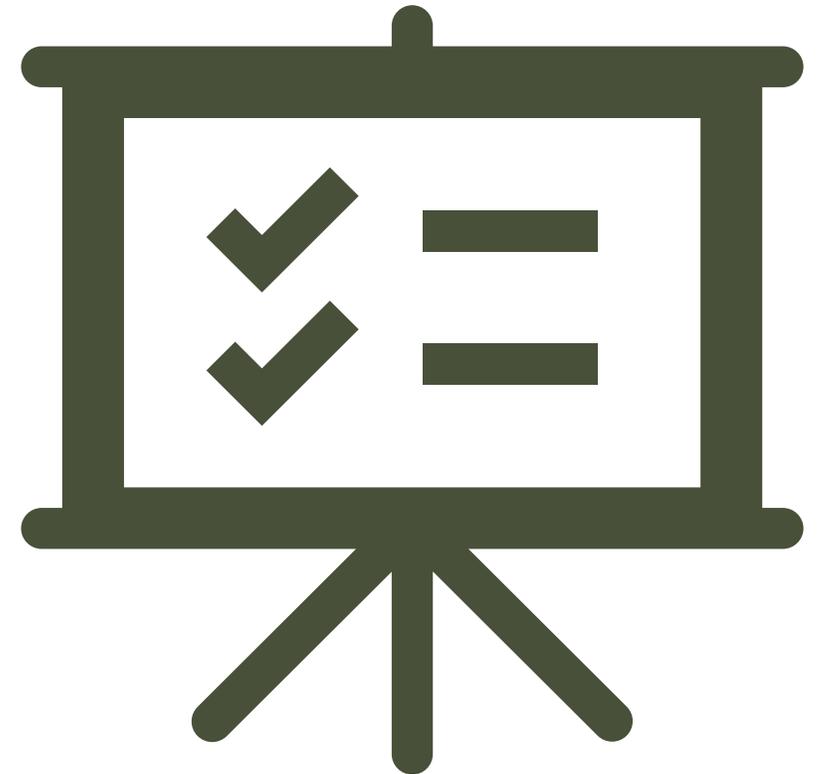
The Importance of Delegation

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.

Discussion

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

Benefits of Delegation

01	02	03	04	05	06
Develops subordinates	Improves decision quality	Increases commitment to implement decisions	Increases job satisfaction and performance	Builds interpersonal and organizational trust	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.)

Characteristics of Delegated Responsibilities

Delegated responsibilities should have the following four characteristics:

Meaningful

Flexible

Challenging

Important

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

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?

How to Delegate Effectively

Delegating Tasks or Responsibilities

Before you delegate

Delegating the task

Overseeing the delegated task

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?
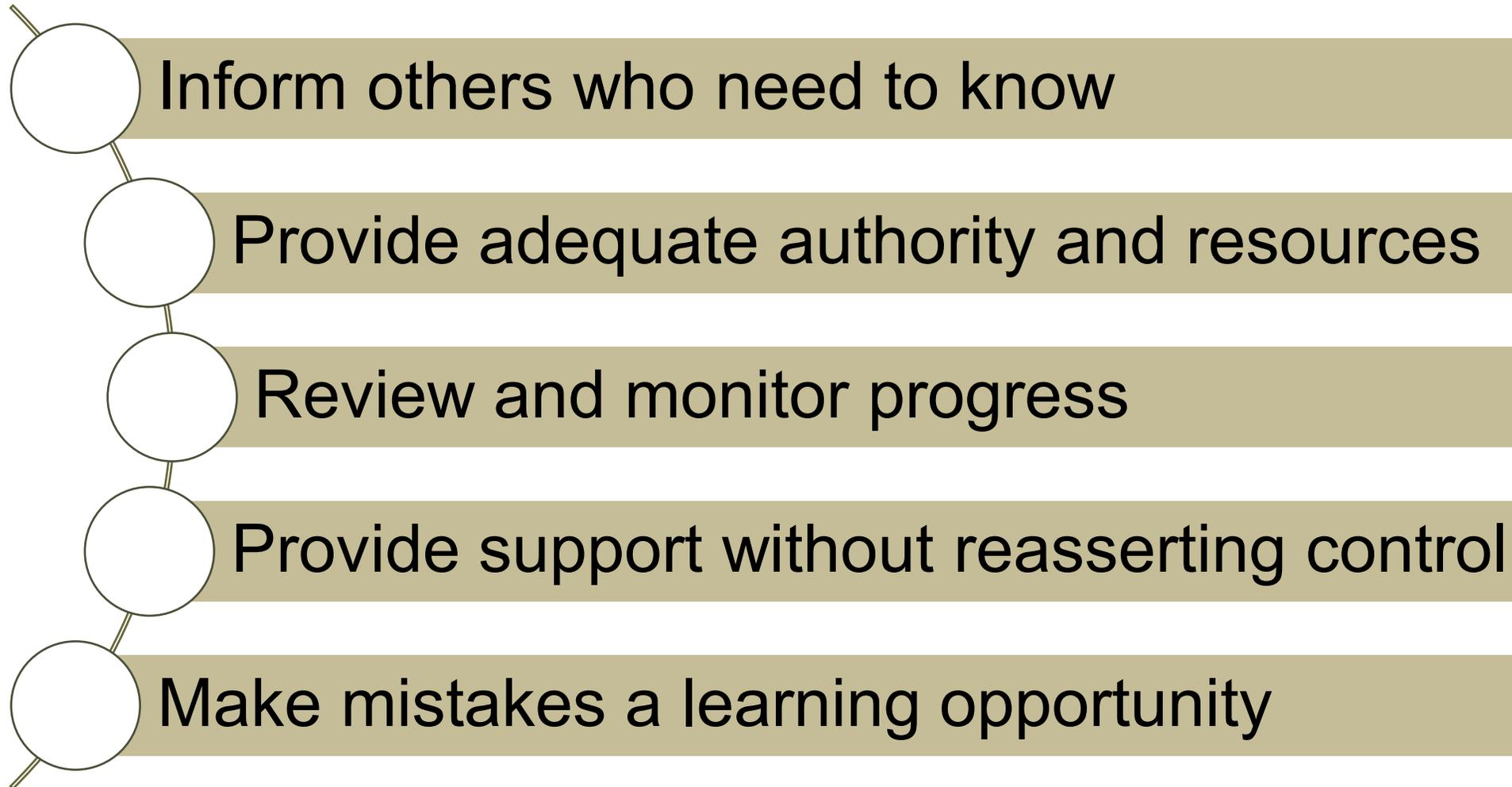
Delegating the Task

Allow enough time

Communicate all necessary details

Specify reporting requirements

Check understanding

Provide encouragement

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

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?

Want to Learn More?

https://cal.army.mil

Doctrine

Provides leader expectations

- ADP 6-22
  - Paragraphs 7-10, 9-30, 9-31, 10-12
- FM 6-22
  - Paragraph 4-104

Self-paced Online Lessons

Provide additional content and real-world examples/scenarios

- Enabling Your Subordinates Using Missing-Focused Delegation IMI Lesson

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.

Let's Connect

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