



WPO SPARK KIT: Delegating for Growth

A curated facilitator kit for WPO Chairs and members

HOW TO USE THIS SPARK KIT

This kit offers you an easy way to engage in a group discussion on the topic of Delegation for Growth. To get started, we recommend the following steps:

- Review the recommended reading list in the Spark Resource Summary chart below.
- Click through the links to see complete articles and videos in Spark, OR simply read the [Executive Summary and Key Points](#) section for quick reference.
- Prepare to facilitate your discussion using the prompting questions & tips suggested on page 3.

TOPIC OUTLINE

Unlock Business Growth: Discover practical delegation tips to expand capacity, focus on high-value tasks, and redefine competence for enhanced productivity and freedom.

SPARK RESOURCE SUMMARY

The chart below contains a carefully curated selection of Spark content to assist you in leading your discussion. You are encouraged to read the complete articles. However, for your convenience, we've also provided **Executive Summaries and Key Points** on the subsequent pages to simplify your preparation.

SPARK RESOURCE TITLE

TIME COMMITMENT

1. **8 Ways Leaders Delegate Successfully**

Article - 4 min read

2. **How Office Control Freaks Can Learn to Let Go**

Article – 4 min read

3. **How to Decide Which Tasks to Delegate**

Article - 4 min read

4. **Make Delegation Your Development Tool**

Video – 3 min watch

5. **Make Time for the Work That Matters**

Assessment – 15 min

6. **Communicate the Assignment**

Course – 9 min



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PREPARATION FOR SPARK DISCUSSION

WPO Chairs: Share this entire document with your members ahead of your meeting and encourage them to review content.

WPO Members: You're welcome to distribute this within your organization to facilitate your own discussions on this subject. Please keep in mind that a paid Spark subscription is required for your team to access the complete articles; alternatively, they can utilize the provided Executive Summaries if a Subscription is not in place.

SCOPE FOR: Delegating for Growth

Overcoming the fear of delegation is crucial for efficiency and peace of mind.

LEARNING OPPORTUNITIES

- Explore what opportunities you may have to delegate more frequently and effectively.
- Why delegation is difficult for driven performers – appreciate where you or others may be the roadblock.
- Organizational acceptance of mistakes will help support a culture of delegation.
- Practical tips and tools for how to delegate well.
- How delegation generates staff and leadership development opportunities.
- Your dreaded tasks are often someone else's favorite thing to do.

SPARK DISCUSSION: 30 – 90 MINUTES

Feel free to initiate your discussions with the prompting questions or role play activity below. Consider adopting a round-table approach where members can share their experiences.

You can also kick-off the discussion simply by asking for any key learnings from the Spark materials. Always encourage participants to share specific examples vs theoretical responses. We tend to learn best from our peers when we hear stories of real-life experiences.



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PROMPTING QUESTIONS:

- Why is delegation important?
- Share an example of where it works well in your organization. What are the benefits?
- Has delegation ever gone poorly? What went wrong and why?
- What are your best habits and tools for effective delegation?
- How can you do it better?
- What are the opportunities to develop staff through effective delegation?
- Please see the assessment and course listed in the resources. We strongly encourage you to complete the assessment as it can be quite eye opening.

OPTIONAL ROLE PLAY ACTIVITY:

- Ask members to get into groups of 3. Each member will take turns being Leader, Assistant and Observer.
 - **Leader:** Ask your Assistant to book WPO Forum for you.
 - **Assistant:** Find out what you need to know in order to fully execute the task.
 - **Observer:** Watch the exchange and note the level of detail, clarity of expectations, and communication flow. Offer feedback to both Leader and Assistant.
- Switch roles so that everyone has a turn. Allow 5 – 7 min per turn.

DISCUSSION WRAP-UP:

Be sure to wrap-up by sharing key insights and commitments from each participant regarding their plans for implementation. Ideally follow-up at the next meeting to check in on progress.

See the note taking table on the final page if you want to capture action items within this document.



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EXECUTIVE SUMMARY & KEY POINTS FOR SPARK RESOURCES

(NOTED IN CHART ON PAGE 1)

8 Ways Leaders Delegate Successfully

EXECUTIVE SUMMARY

Delegating responsibility for decision-making is crucial for enhancing productivity, morale, and commitment, contributing to a positive company culture. Leaders who effectively delegate authority see accelerated growth, increased revenue, and job creation. Despite its importance, many leaders struggle with delegation due to uncertainties about what to delegate, fear of reputational risks, and a lack of role models.

Inability to delegate is identified as a major problem by Eli Broad, a billionaire CEO. To overcome resistance to delegation, leaders must understand their own hesitations and address emotional barriers. Harvard professors Kegan and Lahey suggest leaders identify goals, recognize stalling behaviors, and challenge assumptions through small, low-risk tasks.

KEY POINTS:

Successful delegation involves a mindset shift and adopting eight key practices:

1. **Choose the Right Person:** Consider skills, capacity, interest, readiness for a challenge, and whether the task serves as a reward. Clearly explain why the person was chosen.
2. **Gain Clarity on Responsibility and Autonomy:** Clearly define what the person is responsible for and communicate the level of autonomy they have over tasks, teams, techniques, and time.
3. **Detailed Description of Desired Results:** Provide clear expectations about outcomes, how tasks align with broader objectives, and criteria for measuring success.
4. **Ensure the Right Resources:** Make sure team members have the necessary resources, including training, finances, supplies, time, space, adjusted priorities, or assistance from others.
5. **Establish Checkpoints and Feedback:** Set up checkpoints, milestones, and feedback opportunities to avoid micromanaging and ensure effective leadership.
6. **Foster Creativity:** Embrace new, creative approaches to accomplish goals and be open to recognizing and rewarding innovative solutions.



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7. **Create a Motivating Environment:** Know when to cheerlead, coach, step in, step back, adjust expectations, make oneself available, and celebrate successes.
8. **Increase Tolerance for Risks and Mistakes:** View risks and mistakes as learning opportunities rather than proof that delegation was a mistake.

Delegating effectively allows leaders to optimize resources, focus on high priorities, develop team members, and foster a culture where delegation is ingrained.

How Office Control Freaks Can Learn to Let Go

EXECUTIVE SUMMARY

High performers often struggle with relinquishing control, fearing a loss of quality in outcomes. To regain a sense of control paradoxically, they must learn to let go. This involves redefining control and competence, focusing on the big picture, and empowering others. The four steps to implement this mindset shift include evaluating tasks only the individual can perform, deferring tasks early and often, establishing simple follow-up systems, and resisting the urge to take back control when things don't go as planned.

KEY POINTS:

1. **Internal Struggle:** High performers face an internal battle when transitioning to roles requiring dependence on others. Balancing confidence in their abilities with the inability to keep up with all details becomes a challenge.
2. **Letting Go of Control:** To regain control, individuals must learn to let go of micro-managing and embrace a new definition of control focused on big-picture perspective and informed decision-making.
3. **Mindset Shift:** Redefining competence as helping others excel, rather than doing exceptional work independently, is crucial for successful delegation.
4. **Four Steps to Implementation:**
 - a. **Evaluate Tasks:** Assess tasks based on whether someone else can complete them adequately, allowing the individual to focus on high-value activities.
 - b. **Defer Early and Often:** Distinguish between delegating and deferring, passing activities to others before they reach the to-do list, freeing up capacity for essential tasks.
 - c. **Follow-Up Systems:** Establish simple follow-up systems for delegated or deferred tasks, ensuring accountability and timely completion.



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- d. **Resist Taking Back Control:** Despite initial discomfort, resist the urge to take back control when things don't go as planned. Instead, view challenges as opportunities for learning and improvement.
5. **Learn from Challenges:** When faced with setbacks, or outcomes not meeting expectations, resist blame and anger. Evaluate personal actions, guide others for improvement, and focus on high-value contributions instead of succumbing to the fear of letting go.

How to Decide Which Tasks to Delegate

EXECUTIVE SUMMARY

Business owners and leaders often face overwhelming digital demands, leading to constant distractions and challenges in maintaining focus on strategic tasks. Overcoming the fear of delegation is crucial for efficiency and peace of mind. The author, Jenny Blake, shares personal experiences on how effective delegation transformed her business, significantly increasing income. Delegation involves relinquishing tasks based on the six T's: Tiny, Tedious, Time-Consuming, Teachable, Terrible At, and Time Sensitive. By conducting a delegation audit and focusing on what tasks only the individual can perform, leaders can enhance efficiency and achieve greater impact.

KEY POINTS:

1. **Overcoming Fear of Delegation:** Delegation is essential for efficiency and peace of mind. The author emphasizes that even individuals who believe they delegate effectively can benefit from further improvement.
2. **Personal Transformation:** Delegation rescued the author's business from collapse in 2013 and significantly increased income in subsequent years.
3. **Cost-Benefit Analysis:** While hiring help impacts the budget, the long-term benefits of building a reliable team outweigh the costs.
4. **Six T's of Delegation:**
 - a. **Tiny:** Small tasks that, when accumulated, disrupt the flow of more strategic work.
 - b. **Tedious:** Simple tasks that are not the best use of one's time and can be handled by others.
 - c. **Time-Consuming:** Important and somewhat complex tasks that do not require initial extensive research.



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- d. **Teachable:** Complicated-seeming tasks that can be systematized and passed along with quality checks.
 - e. **Terrible At:** Tasks falling outside one's strengths, where others skilled in the area can perform better.
 - f. **Time Sensitive:** Urgent tasks competing with other priorities, requiring parallel delegation.
5. **Daily Reflection:** Frequent reflection on tasks and questioning what only the individual can do aids in effective delegation decisions.
 6. **Assignment:** The author encourages readers to identify tasks falling under the six T's over two weeks, providing a tracking template for guidance.
 7. **Benefits of Delegation:** Delegating tasks opens up mental space and enhances self-awareness, allowing individuals to focus on high-value activities.



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CAPTURING COMMITMENTS & KEY LEARNINGS

Who	Commitment / Action	Insights / Learning
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