

DELEGATION
BOARDS
&
DELEGATION
POKER



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MANAGEMENT30.COM/DELEGATION-BOARDS
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Management 3.0 Workout © 2014 Jurgen Appelo

It is said that power corrupts, but actually it's more true that power attracts the corruptible. The sane are usually attracted by other things than power.

David Brin,
American scientist
(1950-)

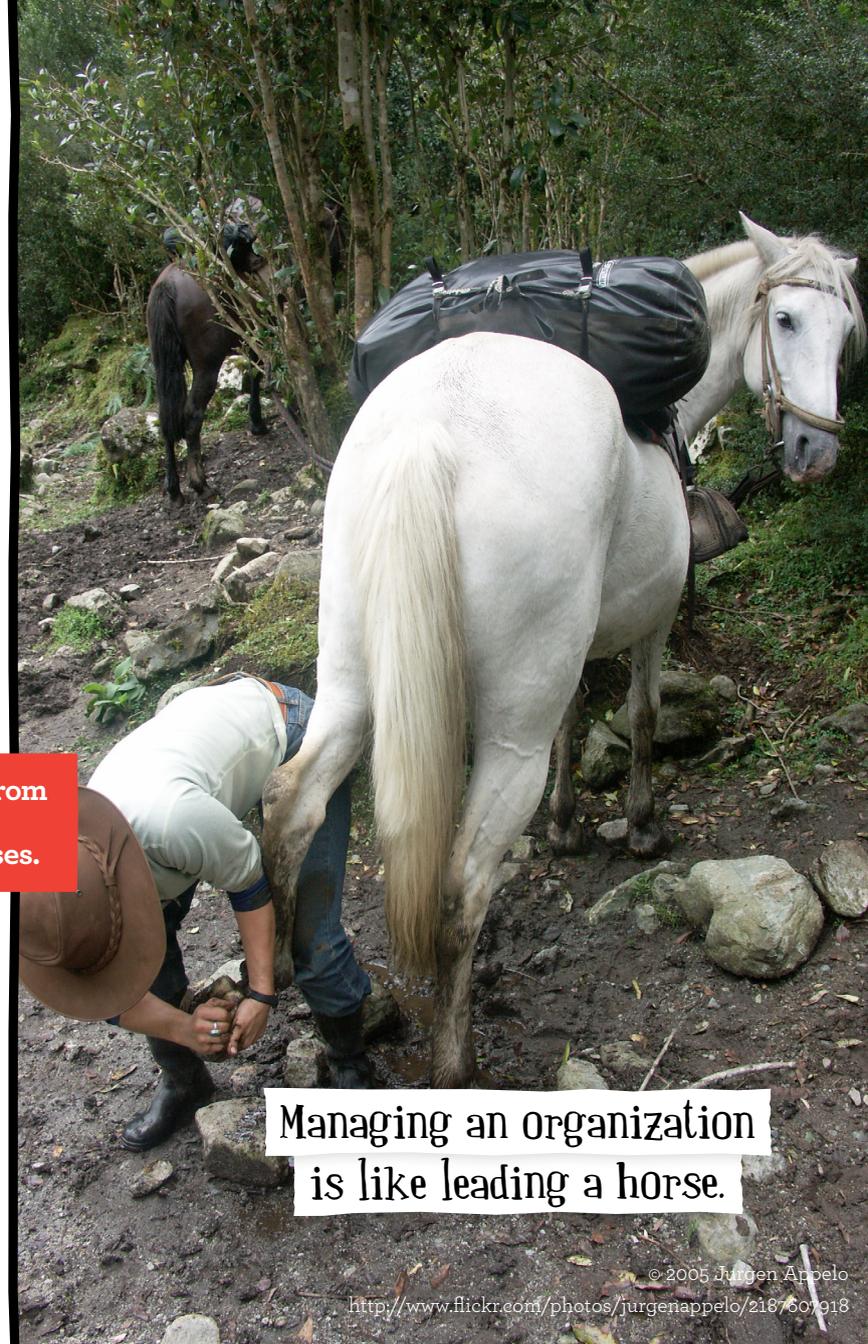
Delegation is not easy. Managers often fear a loss of control when considering to allow teams to self-organize, and creative networkers sometimes don't know how to self-organize. A delegation board enables management to clarify delegation and to foster empowerment for both management and workers.

I once went horseback riding on a mountain in Chile. The trip lasted four hours and a guide led four tourists, including me, through an Andean forest. During our ascent of the tree-covered mountain, I wondered why my horse would stop occasionally and glance backwards, until the guide offered an explanation. She suggested that I should keep my horse away from the other horses and preferably, let it drop back to last in line because my horse was known to have a bad temper. Mine was the only white horse among four black horses, and our guide explained that horses can be as xenophobic as humans. My poor white horse had been traumatized as a result of being mistreated by the black ones, and my horse wouldn't hesitate at a chance to kick the others in the head. 🐾 Sure enough, at an unexpected moment, when we were relaxing and enjoying the scenery, my fierce white horse bolted toward my partner's discriminating black horse. The black one had probably given mine a funny look, or nickered something insulting, and I could barely prevent my animal from biting the black one's eye out. If I had not masterfully and heroically handled the reins, we might have never married. I mean a marriage with my partner, of course, not with the horse.

The English verb “to manage” was originally derived from the Italian *maneggiare*, meaning to handle and train horses.

Kurtz and Snowden, “Bramble Bushes in a Thicket”

Managing an organization is like leading a horse. Some organizations are like the powerful lean horses we see on the racetracks. Others are like the sturdy horses that pull carts full of groceries. Some organizations are like horses in Chile carrying fat tourists and heroic writers. Other organizations may best be compared to pink fluffy unicorns. Whatever kind of horse your organization is, I'm sure it needs care, food, love, grooming, currying, brushing, and an occasional firm tug on the reins.



Managing an organization
is like leading a horse.

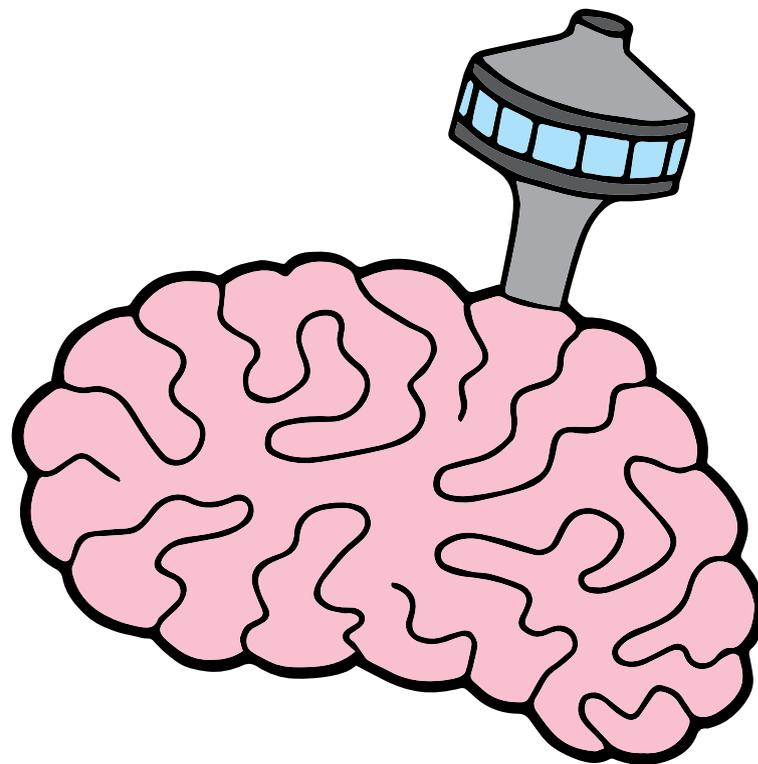
Distributed Control

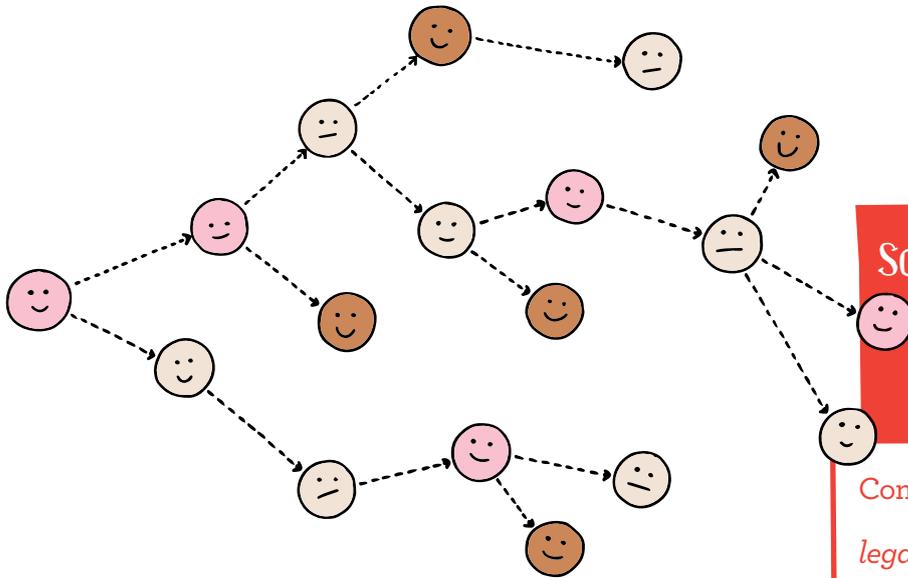
Let's dismount from the horses and climb onto organizations. Someone close to me has a very inquisitive boss. She's always busy checking everyone's work and has remarks, criticism, and corrections for everything. It's not surprising that the workers are a bit scared of her, especially because she can respond like a rabid dog whenever she finds something objectionable. Meek horses and vicious dogs don't go well together.

In her defense, as the manager of a government agency, she has a lot of responsibility. She is held accountable for everything that is produced in her office. Therefore, it's crucial that she keeps an eye on things; isn't it? That sounds reasonable. But people behave according to how they are treated. When the boss always corrects everything you deliver, why bother producing a polished result? She's going to change it anyway! Thus, the quality of the work goes down, and the boss has to tighten her control even more. Her intrusive management style generates continuous confirmation that her worldview is correct. The workers *are* sloppy, and they *do* deserve some growling and snapping! If the horse is used to being bitten, it will only move forward when being bitten. Here we have a perfect example of a self-fulfilling prophecy. [Hoverstadt, *The Fractal Organization* loc:517]

We can only escape this typical management trap and increase the quality of work when we distribute control in our organizations. All around us (and inside us) complex systems self-organize successfully *because* control is rarely centralized. 🍷 There is no master T-cell that controls your immune system, there is no primary pacemaker cell that regulates your heartbeat, and there is no central neuron in your brain to create consciousness. In complex systems, control is typically distributed among the parts. And that's a good thing! If

your immune system had a control center, it would be very easy for viruses to take it down. And if your heartbeat were managed by just a few cells, you wouldn't survive long enough to read the remainder of this book.





So, why not get rid of the hierarchy completely?

Companies differ from natural systems because of *legal authority*. The people in an organization are not allowed to break any laws. Managers are *authorized* by the business owners to hire and fire people, to commit the whole business to services and payments by signing contracts with customers and suppliers, to take care of the money that goes in and out of the organization, and to delegate work to other people. This all passes through the organization in a hierarchical fashion to enable **traceability of authorization**. 

As far as I'm concerned, that's one of the very few things for which a hierarchy can be useful.

Another reason for distributed control can be found in the **darkness principle**. This principle says that each part in a system is not aware of all the behaviors that occur elsewhere in the system. If one part "knew" the entire system, the complexity of the whole system would have to reside in that single part. The darkness principle explains that each worker has only an incomplete mental model of all the work. And the same goes for the manager too! Only the whole organization understands all the work. That is why it's best to distribute control among everyone. [Appelo, *Management 3.0* pag:108]

Complex systems survive and thrive *because* control is distributed. It is why the Internet cannot be destroyed. It is why terrorist groups form independent, self-organizing units. And it is why organizations require workers to have a high level of control over their own work. A top-down style of management is undesirable because it stifles an organization's ability to deal with complexity. [Seddon, *Freedom from Command & Control* pag:193]

Employee Empowerment

What scientists call distributed control is usually called **empowerment** by management consultants. However, some experts don't like the term. [Kotter, *Leading Change* loc:1775; Thomas, *Intrinsic Motivation at Work*] The word seems to suggest that people are "disempowered" by default and need to be "empowered" by their managers. [Lewin and Regine, *Weaving Complexity and Business*] Perhaps that was indeed its original meaning, and I agree that this could be seen as disrespectful.

On the other hand, I believe networked systems are more powerful than hierarchical systems because it's so much harder to destroy them. By distributing control in an organization, we not only empower workers, we also empower the managers. Maybe we should see it as empowerment of the *system*, not of the *people*. Remember the last time you were sick? I bet you felt quite powerless as an individual person against that tiny distributed virus. I'm just glad your distributed immune system was even more powerful, or else I would have one less reader!

We should see it
as empowerment of the system,
not of the people.

Management literature cites plenty of arguments in favor of empowerment, such as improving worker satisfaction, increasing profitability, and strengthening competitiveness. [Bowen and Lawler, "Empowering Service Employees"] All of these are true. But never forget that the real reason for empowerment is to improve system effectiveness and survival. We enable the organization to have more resilience and agility by delegating decision-making and distributing control.

Unfortunately, empowerment sounds easier than it is. For some organizations, it requires a total culture change which doesn't happen overnight. This is one of the reasons why many empowerment programs, despite the best intentions of those involved, often don't provide immediate results. [Caudron, "Create an Empowering Environment"] But there is no alternative. The organization *must* be empowered so that people can make their own decisions. All over the world, creative networkers are becoming better educated and better able to take matters into their own hands. And the more educated people are, the less effective authoritarian power is. [Ackoff, *Re-creating the Corporation* pag:180] In many organizations, teams understand their work better than their managers do. Most horses know quite well how to eat, how to run, and how not to fall off a cliff without detailed instructions from their riders. Therefore, the primary concern of management should be empowerment, not supervision. [Ackoff, *Re-creating the Corporation* pag:287] We aim for a more powerful system, not better-controlled people. We just need to learn how to implement this system better. It's time for managers to dismount from their rocking horse and learn how to handle a live one.



staveron
Paulo Camera

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Responsible, Accountable

I once tried to figure out what the difference is between the words **responsible** and **accountable**. I honestly didn't know. The words are often used interchangeably. And in Dutch, German, Swedish, Finnish, and other European languages, they even translate to the same word! This makes the use of the two words confusing for readers and annoying for translators. The Wikipedia entry on *Delegation* tries to clarify it like this:

I write this text as an author, but I delegate its translations to other

Delegation (or passing down) is the assignment of authority and responsibility to another person (normally from a manager to a subordinate) to carry out specific activities. It is one of the core concepts of management leadership. However the person who delegated the work remains accountable for the outcome of the delegated work.

Wikipedia, "Delegation"

people. My translators are *responsible* for finding proper alternatives to English words, while I hold them *accountable* for the delivery and quality of the translation. Of course, I am *responsible* for not making the text too difficult to translate, and I am held *accountable* for finding translators who are good, and who don't give up after a

couple of paragraphs describing two different words that translate to one and the same word in their language, in a sentence that is far too long and awkward to translate, and also contains a ridiculous number of commas. Yes, such translators do exist.

To summarize it in my own words:

You are responsible for your own agreement to be held accountable by someone else.

It is crucial that you understand that this works in both directions. In any value exchange between two people, each is responsible for his own actions, and for agreeing that he can be held accountable by the other. Sadly, this is often misunderstood. In management 1.0 and management 2.0 organizations, "superiors" seek fulfillment of their own goals over the fulfillment of others, and they hold their "subordinates" accountable without acknowledging that they themselves should be held accountable for the well-being of the workers. Some call it the **accountability trap**. [Mayer, "The Accountability Trap"] This one-sided view of accountability leads down the path to compliance, compulsion, and complicity and probably some complaints. You can escape this trap by not only ignoring the difference between the words (as we do in some European languages), but also by acknowledging that empowerment is a reflexive relationship between two equal partners.

**Empowerment is a reflexive relationship
between two equal partners.**

Defining Boundaries

All I know about horses is what I picked up from fantasy literature. I know they often have saddles, bridles, spurs, bits, shoes (not Italian), and long beautiful manes that always blow the right way when warriors need to stab an enemy to death. The ones who just sit on a wild horse and yell “yee-haw!” are usually dead before page 50.

I compare teams and organizations—not people!—with horses, and I believe in mutually respectful relationships between horses and their caretakers. The caretaking of horses includes giving direction and setting boundaries. Quite often, when managers delegate work to teams, they don’t give them clear boundaries of authority. [Vozza, “How to Set Healthy Boundaries in Your Workplace”] By trial and error, teams need to find out what they can and cannot do, usually incurring some emotional damage along the way. This was described by Donald Reinertsen as the “discovery of invisible electric fences”. [Reinertsen, *Managing the Design Factory* pag:107] Repeatedly running into an electric fence is not only a waste of time and resources but it also kills motivation, and it ruins the coat of the horse. With no idea of what the invisible boundaries are around it, the horse will prefer to stand still or kick another in the head.

Reinertsen suggests creating a list of **key decision areas** to address the problem of not setting boundaries. The list can include things like working hours, key technologies, product design, and team membership. A manager should make it perfectly clear what the team’s authority level is for each key decision area in this list. When the horse can actually **see** the fence, there will be less fear and pain. And the farther away the fence, the more the horse will enjoy its territory.



It also works the other way around because of the reflexive relationship of responsibility and accountability. A team usually delegates work to management, such as rewards and remuneration, business partnerships, market strategy, and parking space. The horse is not required to simply accept any kind of boundaries, constraints, and abuse. Nature gave the horse strong teeth and hind legs for this very reason. My fierce white horse in Chile used them well.

Balancing Authority

There's nothing that scares an inexperienced rider more than the loss of control over the horse. Indeed, a well-managed horse will heed the instructions of its rider, while at the same time, the rider will understand the needs and desires of the horse. When we consider a manager and a team, is there an equivalent of the bridle and the reins?

Delegation is not a binary thing. There are shades of grey between a dictator and an anarchist. Managers can hand over responsibilities to teams in a controlled and gradual way. The art of management is in finding the right balance. You want to delegate as much as possible in order to decrease bureaucracy and increase power. But if you go too far, self-organization might lead to an undesirable and costly outcome, maybe even chaos. How much you can delegate depends on the maturity of the team, the status of its work, and the impact of decisions on the organization. Delegation is context-dependent.

Delegation is not a binary thing.

There are shades of grey

between a dictator

and an anarchist.

Situational Leadership is a model developed by Paul Hersey. [Hersey, *Management of Organizational Behavior*] His theory suggests that delegation of authority can be implemented with four steps: *Telling*, *Selling*, *Participating*, and *Delegating*. The manager should decide which of these four leadership styles to apply in which situation. This decision should depend on the context, and not on the manager's mood and what she did after dinner last night.

I like the multi-step approach of Situational Leadership because it acknowledges that in any relationship where there is negotiation over responsibility and accountability, one has to find the right balance. However, I believe the model is somewhat flawed because it has a one-sided perspective on delegation, from a superior to a subordinate. The model does not acknowledge that a healthy relationship between horse and rider is reflexive. It is a typical management 2.0 approach that only delegates work "downwards" to the team and not "upwards" to the manager.

We need an update to the model, which allows us to delegate work in *both* directions, and it should help us clarify responsibilities between both parties, while, at the same time, supporting a safe-to-fail environment for all involved. The rider allows the horse to eat whenever it wants, but it is not allowed to eat only sugar cubes. The horse allows the rider to set direction, but it doesn't allow him to lead them both off a cliff. We need a model that is *symmetrical*.



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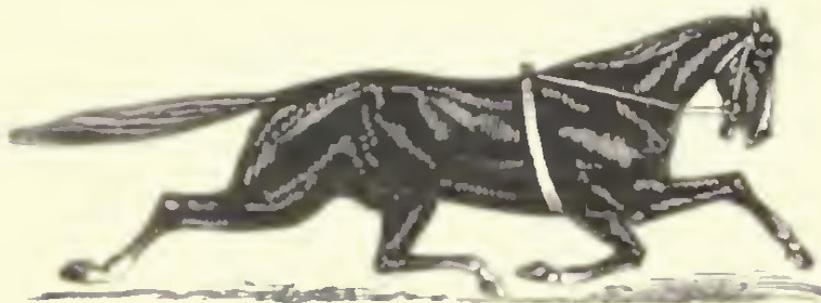
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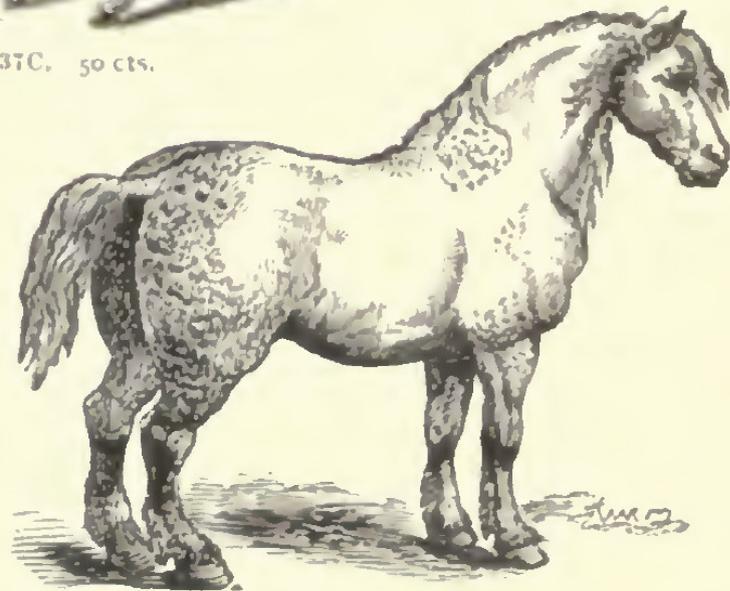
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The 7 Levels of Delegation

Distributed control in a complex system is achieved when authority is pushed into all corners of the network. However, people prefer not to “lose control”. Therefore, in order to make them feel safe, we must play along with the assumption that they have at least *some* control over their situation. That’s why a person wanting to delegate can benefit from the use of the **seven levels of delegation**. [Appelo, *Management 3.0* loc:2884]



1. **Tell**
You make a decision for others and you may explain your motivation. A discussion about it is neither desired nor assumed.
2. **Sell**
You make a decision for others but try to convince them that you made the right choice, and you help them feel involved.
3. **Consult**
You ask for input first, which you take it into consideration before making a decision that respects people’s opinions.
4. **Agree**
You enter into a discussion with everyone involved, and as a group you reach consensus about the decision.
5. **Advise**
You will offer others your opinion and hope they listen to your wise words, but it will be their decision, not yours.
6. **Inquire**
You first leave it to the others to decide, and afterwards, you ask them to convince you of the wisdom of their decision.
7. **Delegate**
You leave the decision to them and you don’t even want to know about details that would just clutter your brain.

Unlike Situational Leadership, the 7 Levels of Delegation is a symmetrical model. It works in both directions. Level 2 is similar to level 6, when viewed from the opposite perspective. And level 3, asking for input, is the reverse of level 5, which is about offering input.

The seven levels of delegation should *not* be applied to individual tasks and deliverables. Instead, they should be applied to key decision areas. Defining key decision areas is analogous to erecting a fence around the horse. Increasing and decreasing the delegation level (per key decision area) is similar to tightening or loosening the reins while riding the horse.

The seven levels of delegation can be used to define how decision-making is delegated from a manager to an individual or a team, from a team or individual to a manager, and between individuals or teams in a peer-to-peer manner.

Some examples:

- A CEO has set Mergers & Acquisitions at delegation level 1, and, therefore, she simply **tells** all employees in an email about the takeover of another company.
- A project manager has set Project Management Method at delegation level 2, and therefore he **sells** the idea of introducing an agile project management framework in the project team.
- Team members have set Vacation Days at level 3, and, therefore, they **consult** their fellow team members first whenever one of them wants to go on a vacation.
- The facilitator of a workshop has set Topics and Exercises at level 4, and, therefore, she discusses the available options with her class; together, they **agree** on the details of the program.
- A consultant knows that Key Technologies for his customer is set at level 5, and, therefore he **advises** his customer about which technologies to use, but he lets the customer make the final call.
- A mother knows that Boyfriends cannot be anything else than level 6, and, therefore, she gently **inquires** about the name and background of her daughter's latest object of desire.
- A writer **delegates** Printing & Binding at level 7 to his professional printer because, as a writer, he has absolutely no clue how to get his words stuck onto the thin slivers of a deceased tree.

The right level of delegation is a balancing act. It depends on a team's maturity level and the impact of its decisions. Distributed control in an organization is achieved when delegation of authority is pushed as far as possible into the system. However, circumstances may require that you start by telling or selling, gradually increasing the delegation level of team members and widening their territories.

The Delegation Board

There is an easy tool people can use to communicate the type of delegation between a manager and a team, or between any two parties. This tool can also help both parties be open and transparent about what they expect from each other. I call it the **delegation board**.

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WORKING HOURS							
PROJECT SELECTION							
TEAM MEMBERSHIP							
SALARIES							
OFFICE DECORATION							

It is a physical board (or a spreadsheet, or the window that looks out onto your neighbor's kitchen) that vertically lists a number of key decision areas that someone delegates to others. In the horizontal dimension, the board shows the seven levels of delegation. For each key decision area, the board has a note in one of the seven columns, clearly communicating to everyone how far authority is delegated in that area. Are people somehow involved in the decision process (level 3: consult)? Is their agreement on certain topics required (level 4: agree)? Are they expected to inform the manager about their decisions (level 6: inquire)? The delegation board can tell everyone.

Empowerment boards

Originally, I referred to these boards as *authority boards*, but I think *delegation boards* sounds better. Now, I have people suggesting that maybe they should be called *empowerment boards* because empowerment is what we aim for, and is what the tool achieves! I've gotten used to the term *delegation board* myself, but please feel free to call them *empowerment boards* if you prefer.

Stand-up meetings, retrospectives, and one-on-ones can reveal confusion about authority (who-gets-to-decide-what) which can be resolved with the delegation board (or empowerment board). For example, new key decision areas with unclear authorization can be listed, or specific people/teams can be identified and listed by name (or a crude approximation of their physical appearance) using the notes on the board. Furthermore, as in the case of regular task boards, the notes can move from the left to the right, indicating that more and more control is being delegated from one party to the other. In fact, by visualizing delegation like this, there might be an *urge* to have things flow steadily from the left to the right!

Teams don't have to wait for managers to create a delegation board. When a team needs more clarity about the control of its territory, the team members could simply visualize their assumptions with a board and ask their manager to come and have a look. Of course, the one who delegates control is the one who decides where to put the notes, but the ones who do the delegated work are responsible for agreeing to their accountability! And remember, teams also delegate work. There is nothing to prevent them from defining *another* board with other key decision areas.

**Teams don't have to wait for managers
to create a delegation board.**

The delegation board is useful in various ways. It models the creation of boundaries and the balancing act of authorization, both of which are needed to get the best out of self-organization. Second, by visualizing key decision areas and delegation levels, the board can act as an information radiator, influencing and directing anyone who takes a closer look at delegation. Last but not least, a delegation board gives managers something to control. When they feel they are losing control, I prefer to see them pushing around some notes

on a board rather than the people in their organization. I have no problems telling managers that they can “control self-organization” with a delegation board when this gives people clarity of boundaries and an opportunity for expanding their territory.

Self-organization gone too far

Even with my own workshops, I struggle with delegation regularly. I recently saw on Twitter the announcement that I would be running an event in Germany. That was a surprise to me. I didn't know! Apparently, local organizers had applied delegation level 7 and forgot to involve me in their decision. Who was at fault here? *I* was, of course! I had not properly communicated the key decision areas and delegation levels for my workshops. I added the delegation board to my website in a matter of days. It was a great reminder for me to apply the workout exercise to my own work!

Delegation Is an Investment

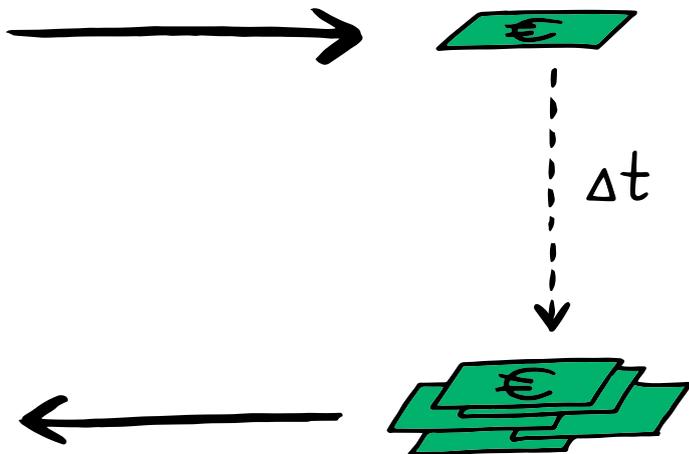
Distribution of control can be hard. Many managers embrace the idea of delegating work to workers, but they often fall into the **micromanagement trap**. [Thomas, *Intrinsic Motivation at Work*]

Managers expect their employees to be competent enough to take over responsibility for a key decision area. However, since nobody can be competent without some experience, managers feel compelled to monitor and control the details of the work. They don't allow workers to fail in a safe way and build up some real experience. And then the managers wonder why they are always needed to "do everything right". Insufficient delegation leads to reduced competence of workers, which leads to an increased number of problems, which makes managers delegate even less. The *my-team-is-not-ready-for-this-responsibility* idea is one of the toughest obstacles to overcome when distributing control in organizations.

You are aiming for distributed control, not for a situation that is out of control.

Managers need to understand that delegation of control should be seen as an investment. [Rothman and Derby, *Behind Closed Doors* pag:97] There is a transaction cost involved, and it may take a while to get a return on such an investment. [Stillman, "How to Decide When to Delegate"] But ultimately, delegation can lead to prosperity and wealth. [Economy, "Delegating Well Gives You a Competitive Advantage"] In the meantime, the inexperience of team members will cost the manager a bit of time, energy, money, and possibly some frustration. That's why authority should be set at a level that is high enough to allow people to gain experience, but not so high that things easily get out of control. It's a bit like driving your car as fast as possible while still being safe. You push the gas pedal down and keep it right at the point where you can still respond adequately to road conditions, other drivers, and police inquiries. After all, you are aiming for *distributed* control, not for a situation that is *out* of control.

My fierce white horse did fine when I kept the reins loosely but firmly in my hands. Frantic tugging on the reins does not help a rider to make more progress. Likewise, the delegation board can be of great help in avoiding the micromanagement trap. By visualizing delegation, it is easier to keep authorization loosely but firmly at a well-defined level. Nobody will appreciate it when authority bounces back and forth across all levels of delegation. A visual tool like a delegation board (or empowerment board) can help maintain stability of authorization, while steadily increasing empowerment for everyone.



Delegation Is an Achievement

Many people are uncomfortable with the idea of distributing their powers. They fear a loss of control, loss of status, and in some cases, a loss of their job. People who feel insecure about losing things will cling harder to what they have.

Interestingly enough, in complex systems, power works the other way around. Countries with free markets are more powerful than those with controlled markets. (Check any ranking of countries and you'll see that free markets almost always perform best.) Similarly, a system with distributed control has a better chance of survival than a system with centralized control. I don't know about you, but I would rather share control with others over a system that survives than keep and subsequently lose control by myself over a system that fails.

I believe the key to convincing management to delegate authority is to help them understand that delegation *increases* status, power, and control. You may even be able to visualize this. *Status* can be interpreted as the *number of people* who are authorized by a manager through a delegation board. The more people who report to a manager, the higher the status of the manager, as perceived by some people. However, it will be clear to anyone that a manager can only increase the number of direct reports by delegating work. *Power* can be seen as the *sum of all delegation levels* across all key decision areas. The more key decision areas that are managed through a delegation board, and the higher the level for each area, the more powerful the empowering manager apparently is. The stability of the notes on the board could be a measure of *control*. When the notes move back and forth repeatedly, we might have an indication

of lack of control. But when they are stationary, or have a slow but steady pace of moving from the left to the right, we could have an indication of good control over the situation.

Each of these three measures might be a dream come true for many top managers. They could be the key performance indicators of modern management!

OPOR & KOEN	1	2	3	4	5	6	7
	TEL	SELL	CONSULT	ACCEE	APRICE	ILLUSTR	PROB
SALARY							
OFFICE SELECT					X		
HIRE				X			
SEATING	X						
PROJECT EUDU					X		
VISIT ASAL		X					
APPRAISALS			X				
HOW		X					
PROJECT MAN.			X				
ACQUIRE							

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About learning to self-organize

“I coached a team that was formed with the ‘instruction’ to be self-organized. But the team was new to this and had only experience with a more command-and-control mindset. They were left to their own devices with no advice on how to ‘self-organize’. The result was team conflict, low effectiveness, and decision paralysis, and the manager got more and more irritated about being asked to help them out all the time. Traditional micro-management was the inevitable result.

I helped the team to list their key decision areas, and we used the delegation poker game to facilitate discussions and agree upon delegation levels. The result was their first delegation board. This helped the team to make much better progress, and the manager was happier as well, because he could finally take a few steps back.”

Inga-Lill Holmqvist, *Sweden*





About extending delegation boards

“What I usually add to the delegation boards of my clients is a column on the right with a field where you can add people who need to be consulted or informed. For example, the extra column is useful when a master architect can make her own decisions about a new enterprise solution, but needs to consult the team architect group and inform the R&D manager and a product manager.

What I found is that decisions are usually not only made between one person or team and one manager. Quite often, more people are involved who are part of the decision-making process.”

Johan Oskarsson, *Sweden*



About combining with competence levels

“At VI Company, we use delegation in combination with competence development. We define different roles and competence levels and communicate clearly what authority level people have, which depends on their agreed-upon job levels.

For example, a junior developer is at level 3 in the area of Technical Documentation, which means his manager makes a commitment to ask for his input. A mid-level developer is at level 4, which means he and his manager are jointly responsible for

documentation. For senior developers we’ve set this at level 7, meaning they have earned our complete trust to do whatever they think is necessary in this key decision area.”

Ivo van Halen, *The Netherlands*



About learning to let go

“I played the delegation poker game once during an in-house training for a customer with ‘high potentials’. One group was comprised of a number of managers and one subject matter expert. Guess who clearly won that game? :-)

The subject matter expert had no trouble at all delegating authority to others, whereas the managers were busy thinking up all kinds of scenarios of what might go wrong when ‘non-managers’ would make these important decisions...”

Collin Rogowski, *Germany*

What now?

Now it is time to define the territory of the horse, and to handle it with trust and care.

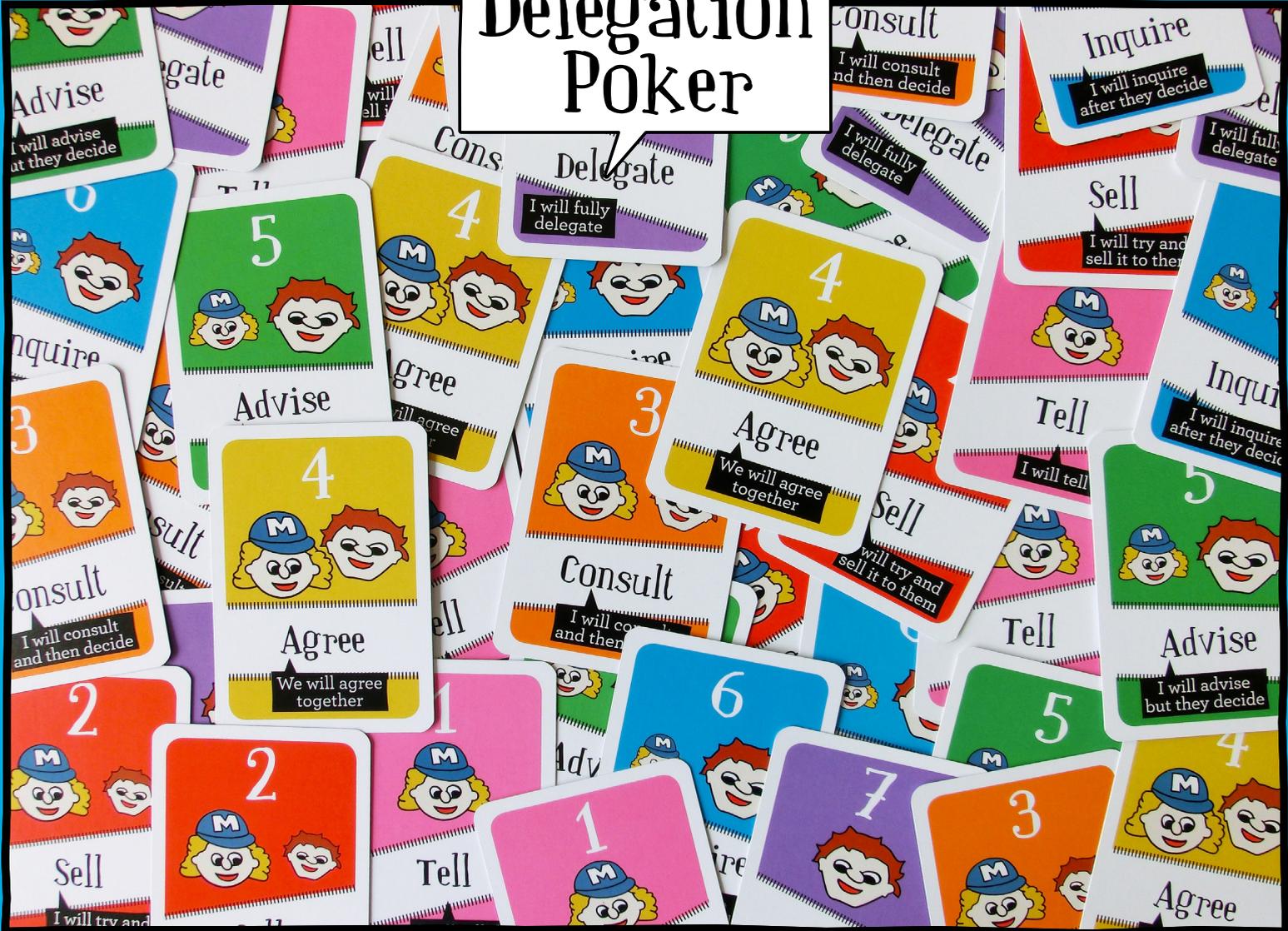
1. Determine where in the organization people seem to have some issues with delegation and authorization.
2. Decide together what the key decision areas are for these workers. Try not to define the areas as too low-level (“Picking Up the Phone”) but also as not too high-level (“Doing Work”).
3. Decide what the assumed delegation levels are per key decision area. You may want to play Delegation Poker to find out. [Appelo, “Delegation Poker”]
4. Create a delegation board (or empowerment board) to visualize delegation to everyone involved.
5. Invite the manager and ask her to check if you’ve made the correct assumptions for all key decision areas and delegation levels. This may lead to an extra discussion or two to narrow down all the opinions.



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