

# Developing Others Through Delegation

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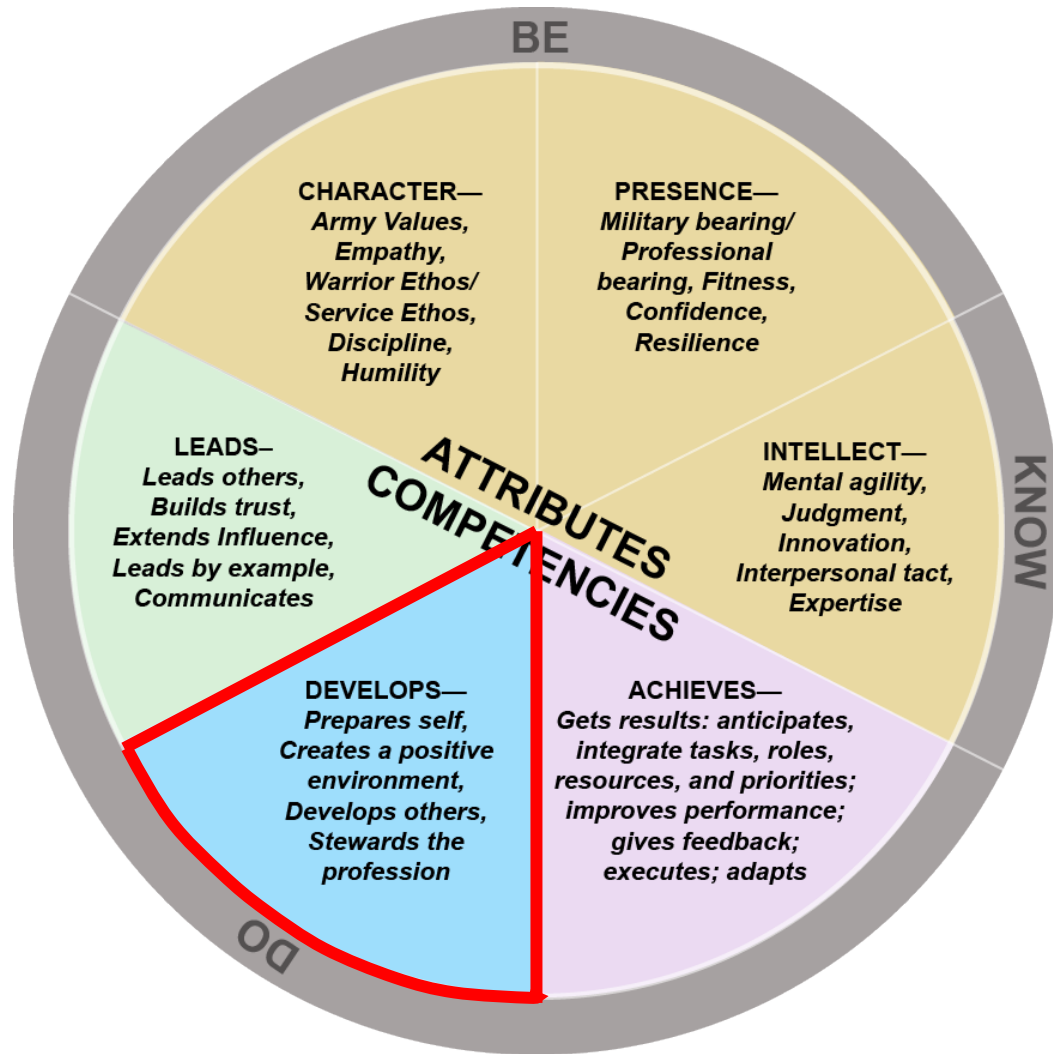
Leader Professional Development

United States Army

Center for the Army Profession and Leadership



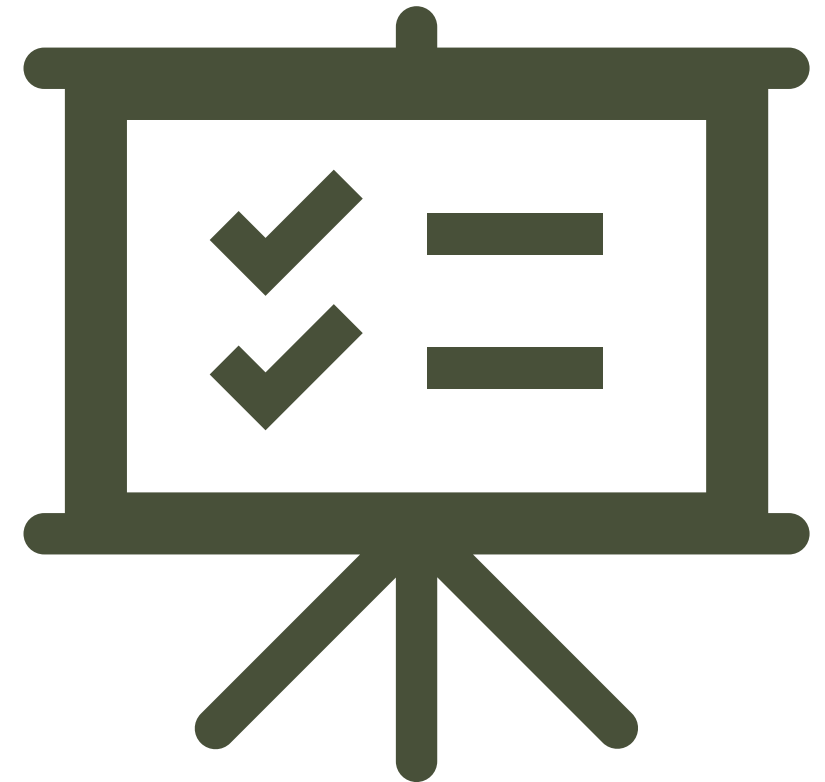
# Army Leadership Requirements Model (LRM)



- 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.



A photograph of soldiers in a field, overlaid with a dark horizontal band. The image has a green tint. The soldiers are in the foreground and middle ground, moving through tall grass. The sky is blue with white clouds. The text "The Importance of Delegation" is centered in the dark band.

# 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

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.)

# 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?

A green-tinted photograph of soldiers in a field. The image is overlaid with a semi-transparent dark green band. In the center of this band, the text "How to Delegate Effectively" is written in white, bold, sans-serif font. The background shows soldiers in full combat gear, including helmets and backpacks, moving through tall grass under a bright, cloudy sky.

# 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

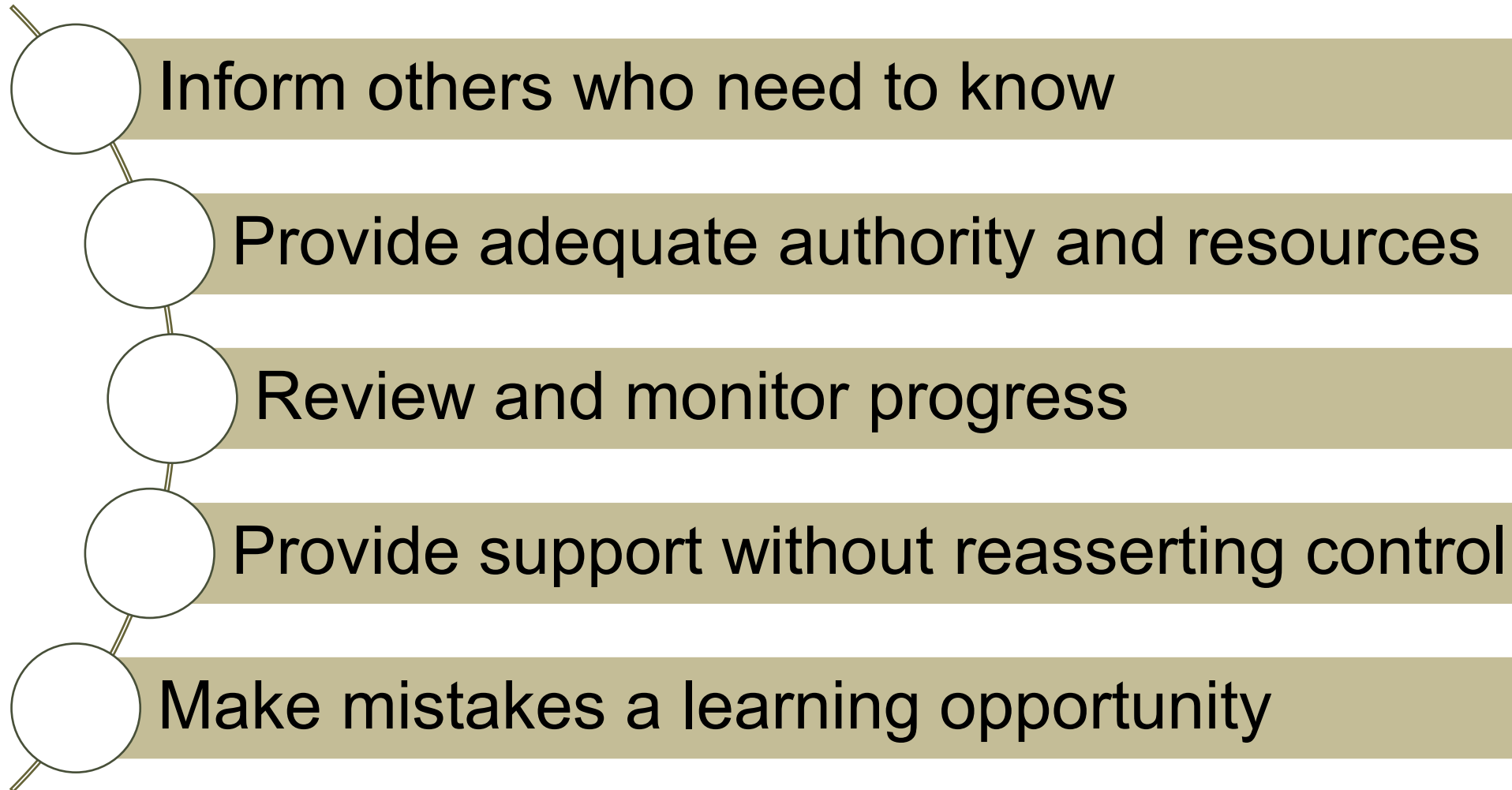
Communicate  
all necessary  
details

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://capl.army.mil>



## Doctrine

*Provides leader expectations*

- ADP 6-22
  - Sections 7-10, 9-30, 9-31, 10-12
- FM 6-22
  - Section 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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