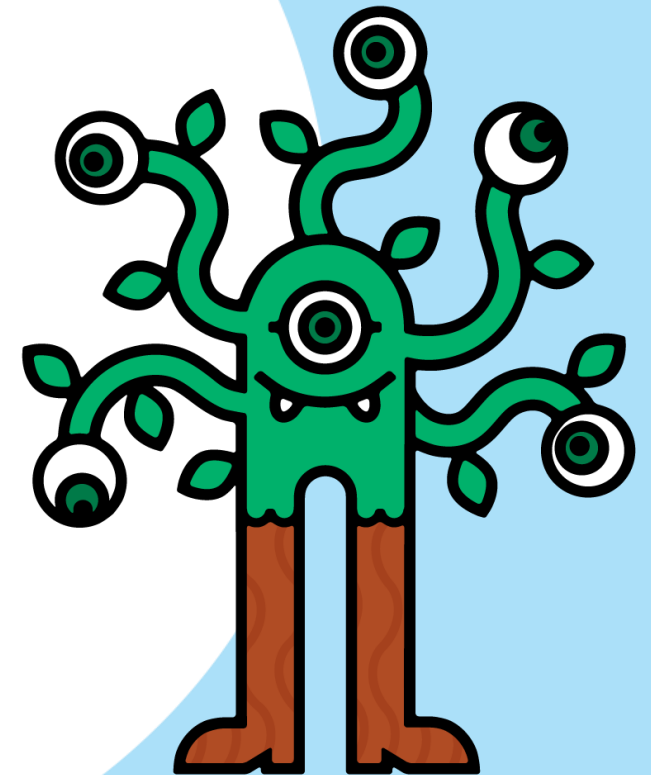




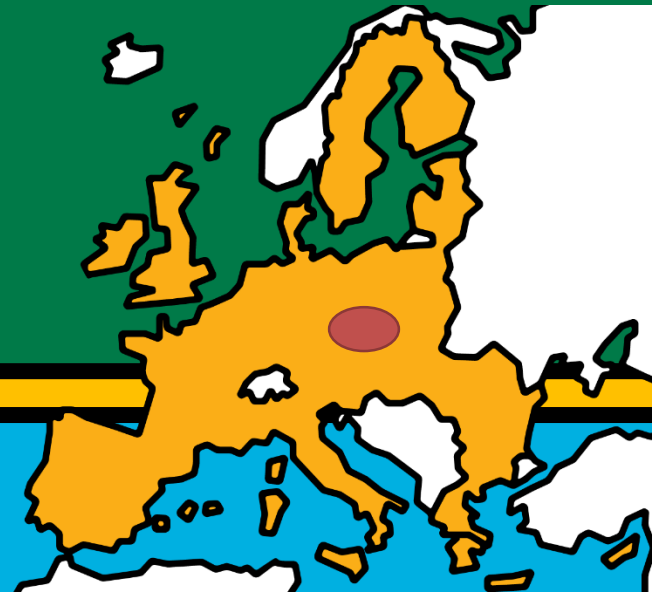
Management 3.0

Delegation & Empowerment



Jan Doležal, CZ

- 15+ years of experience in PM and Agile development / business agility
- CEO of PM Consulting s.r.o.
- Scrum Alliance CSM and CSPO
- Management 3.0 licensed facilitator
- ...and PMI PMP, IPMA B ;)
- <https://www.linkedin.com/in/jandolezalpmc/>

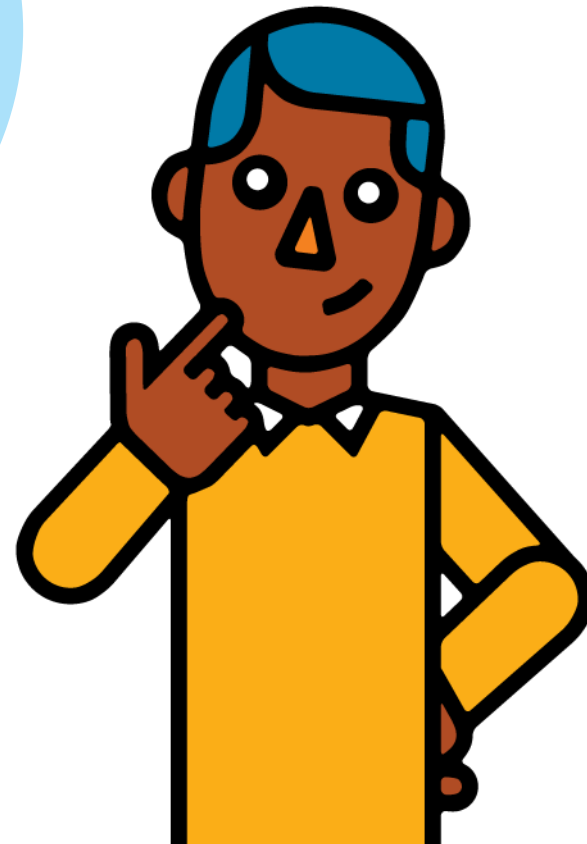


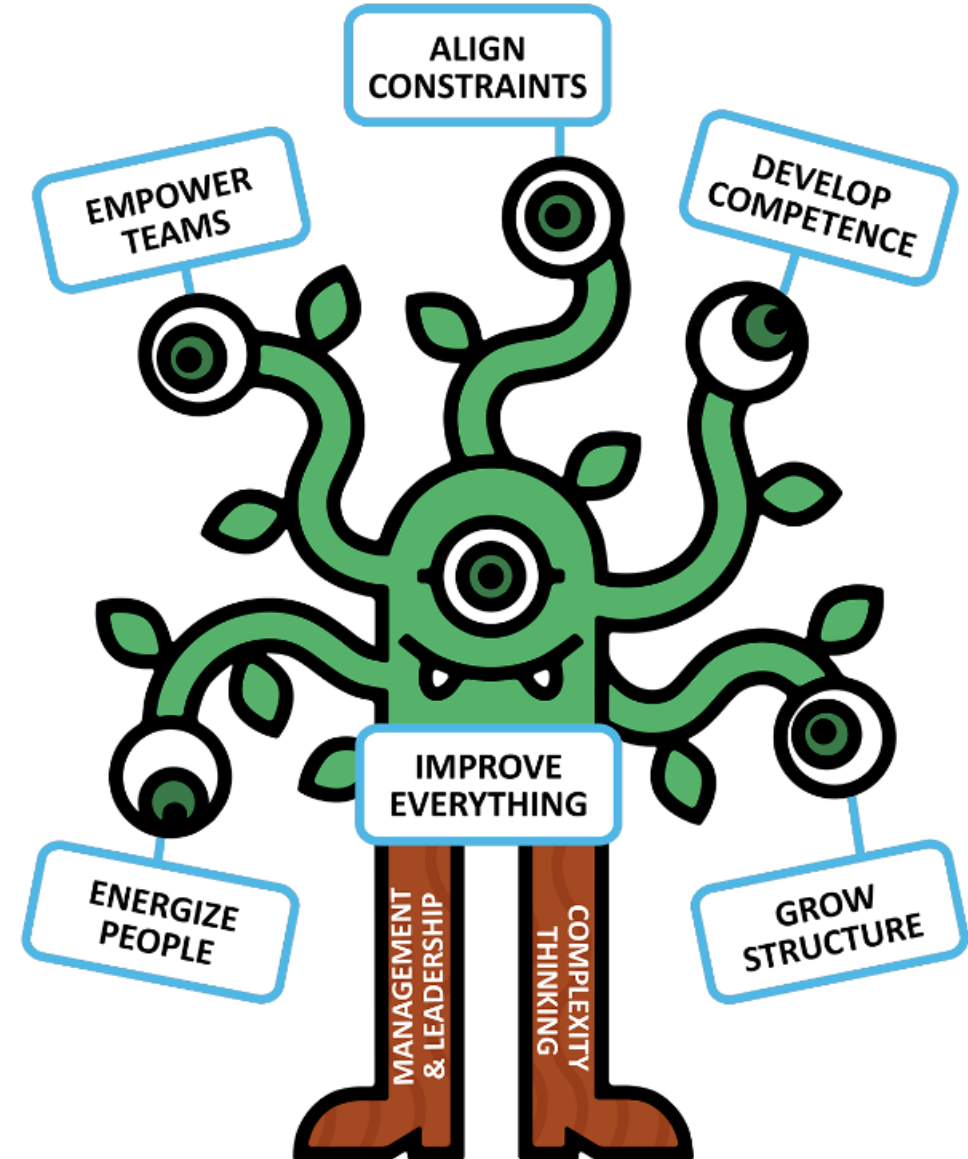
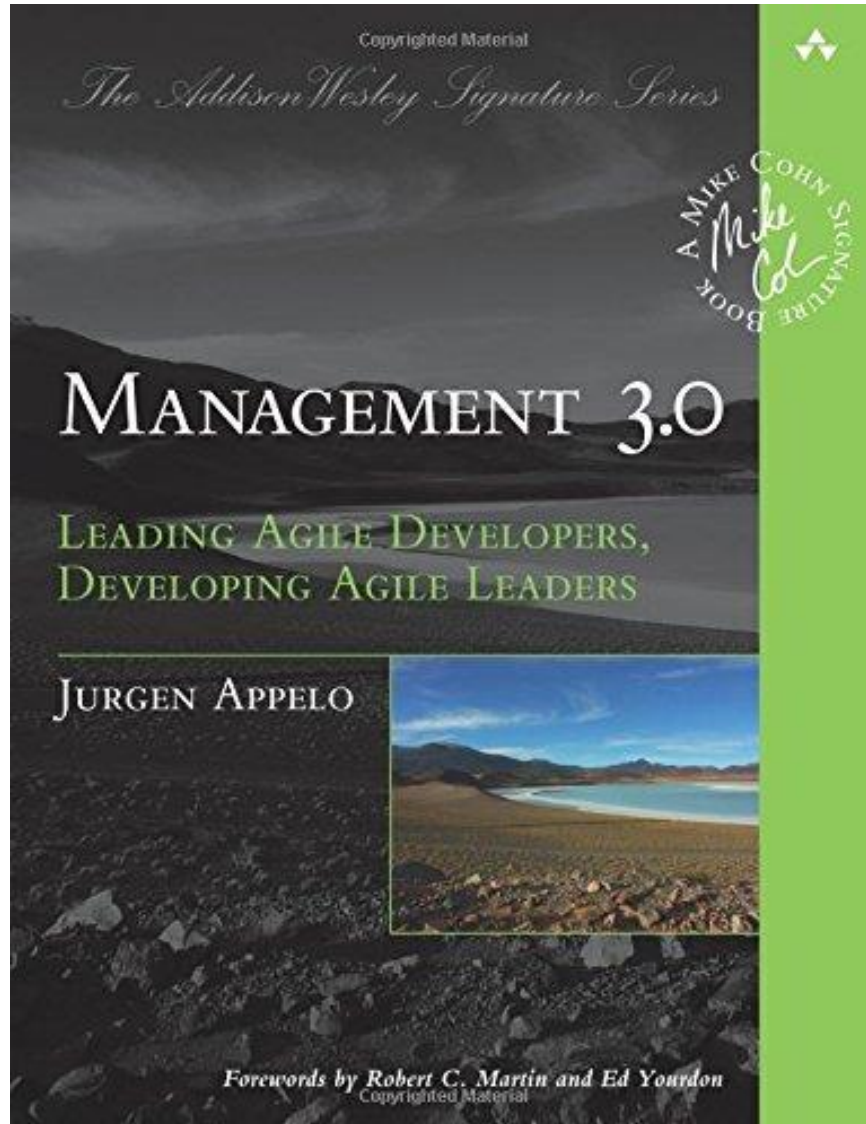
גולם

The real first
Avenger.

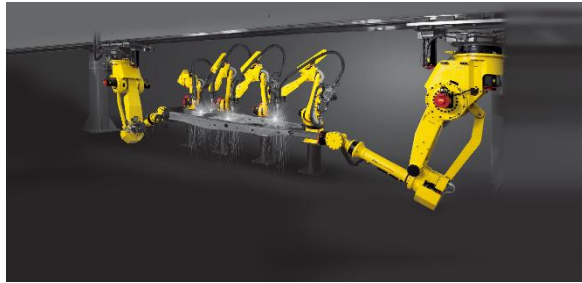



- **What and why is M 3.0**
- **Delegation & empowerment in M 3.0**
- **Delegation Poker**

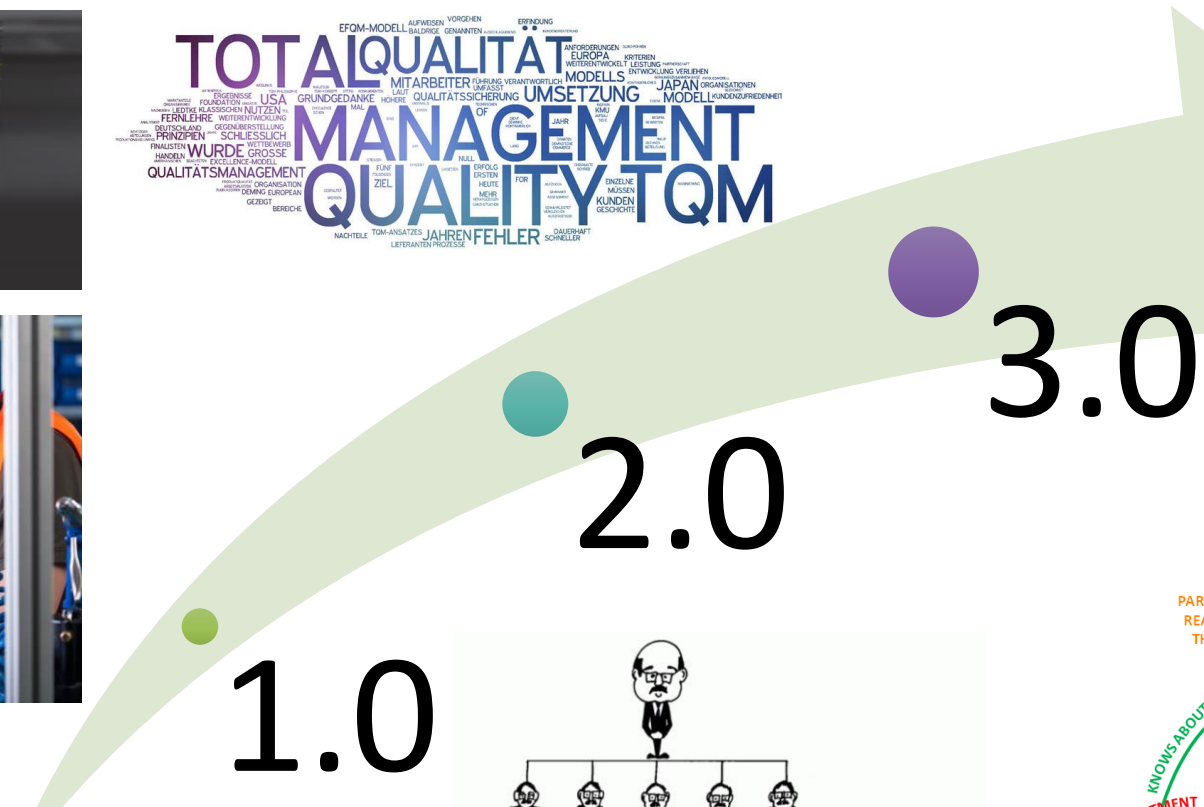




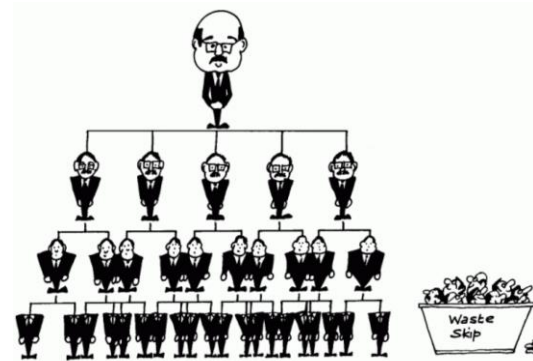
Why 3.0?



IF \$ OR  THEN MORE WORK DONE AND/OR BETTER PERFORMANCE



1.0

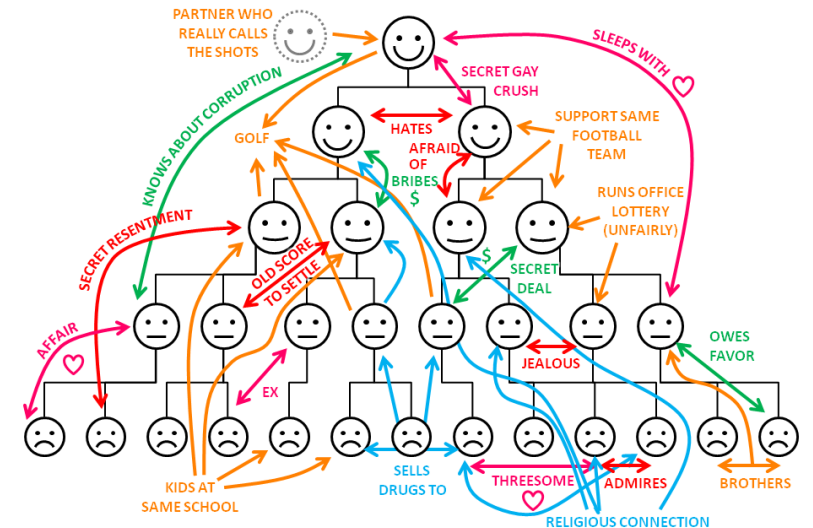


2.0

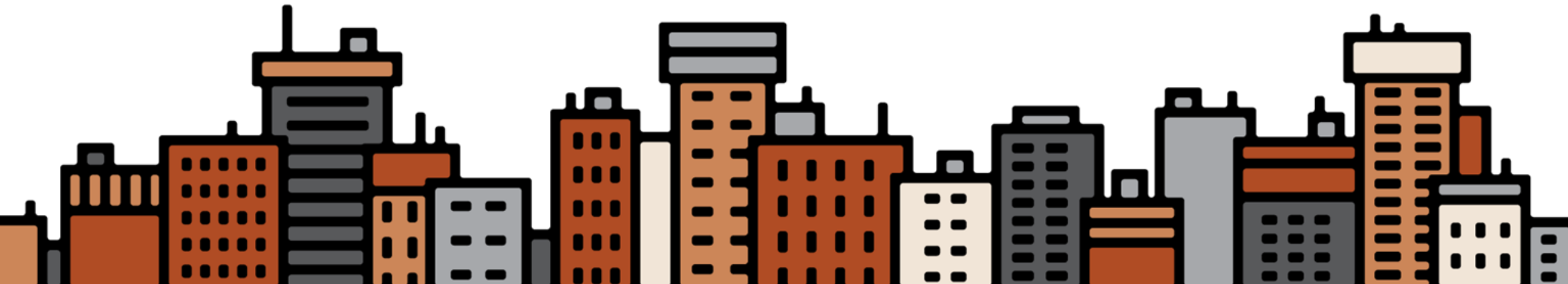
3.0

REAL ORGANIZATION CHART

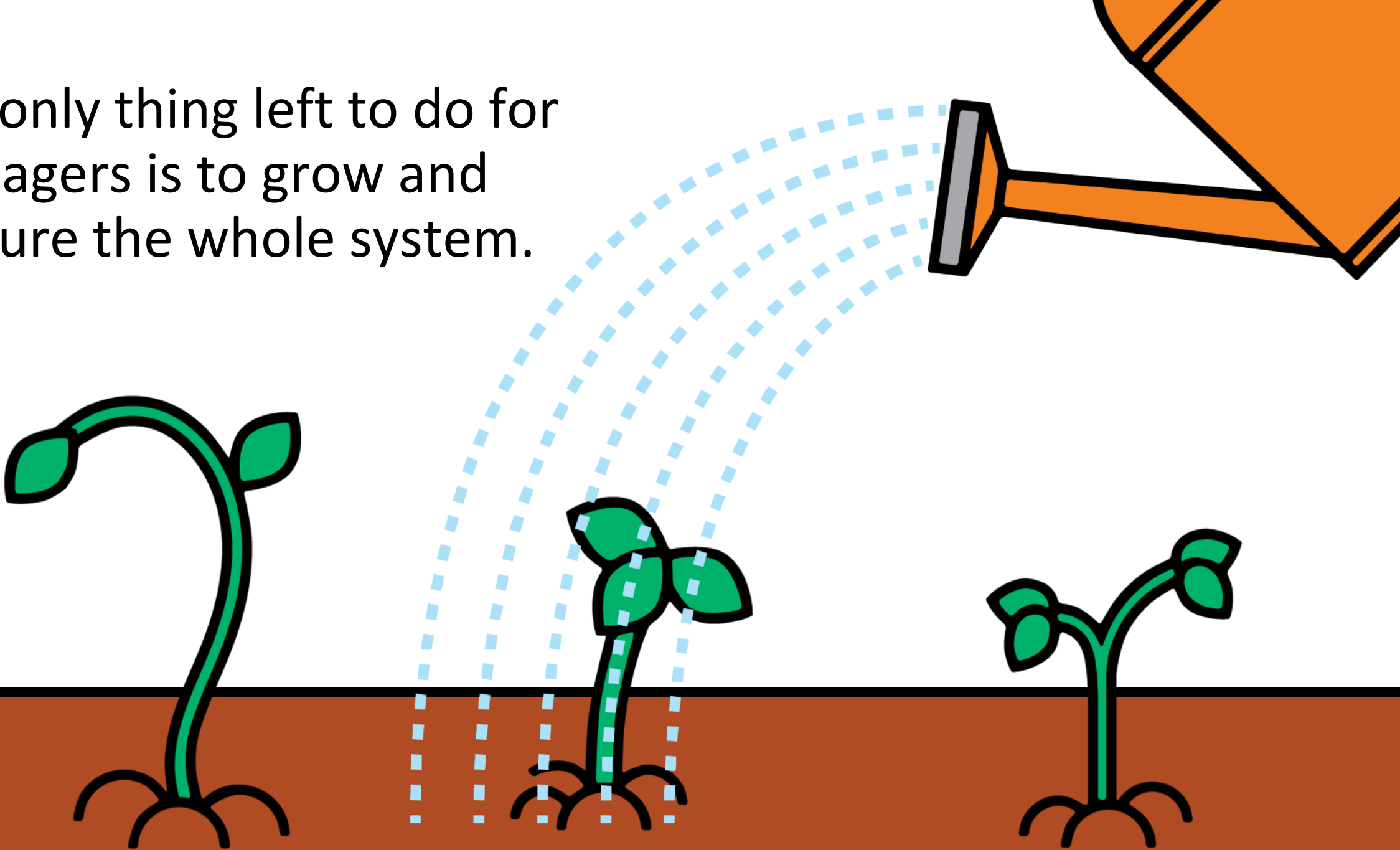
INTEGRATION TRAINING
www.integrationtraining.co.uk



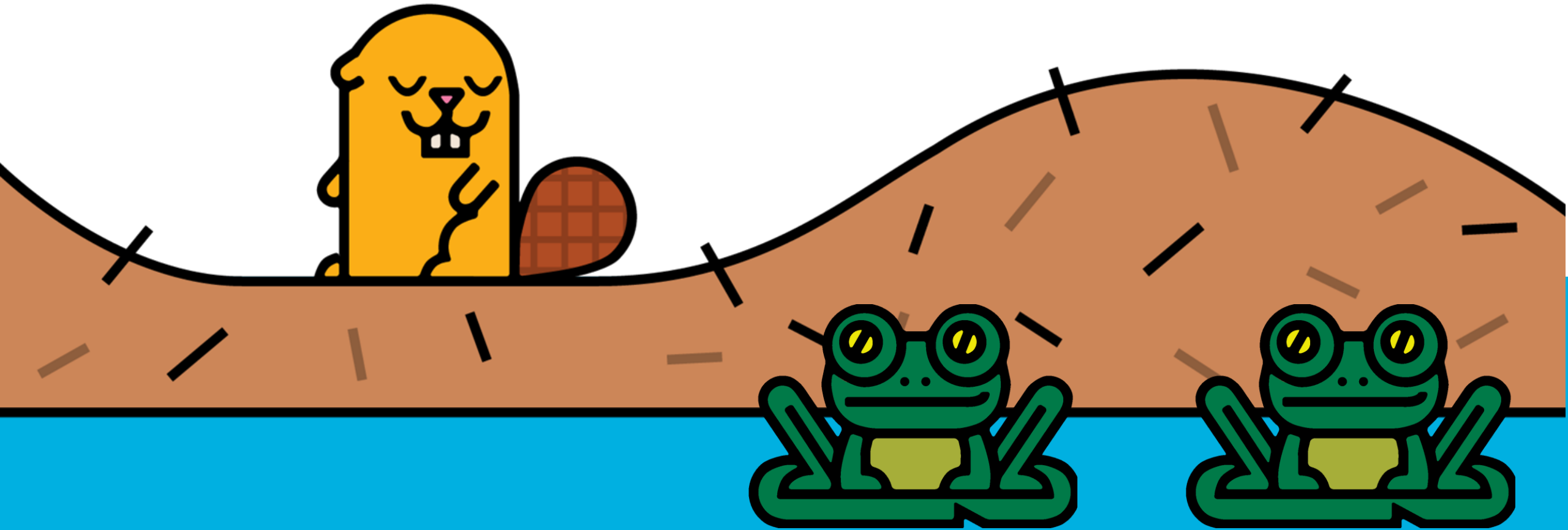
Some people think of an organization as a community or a city. You can do what you want, as long as you allow the community to benefit from your work. We call that **Management 3.0**.



The only thing left to do for managers is to grow and nurture the whole system.



**Management 3.0 =
Managing the system, not the people.**

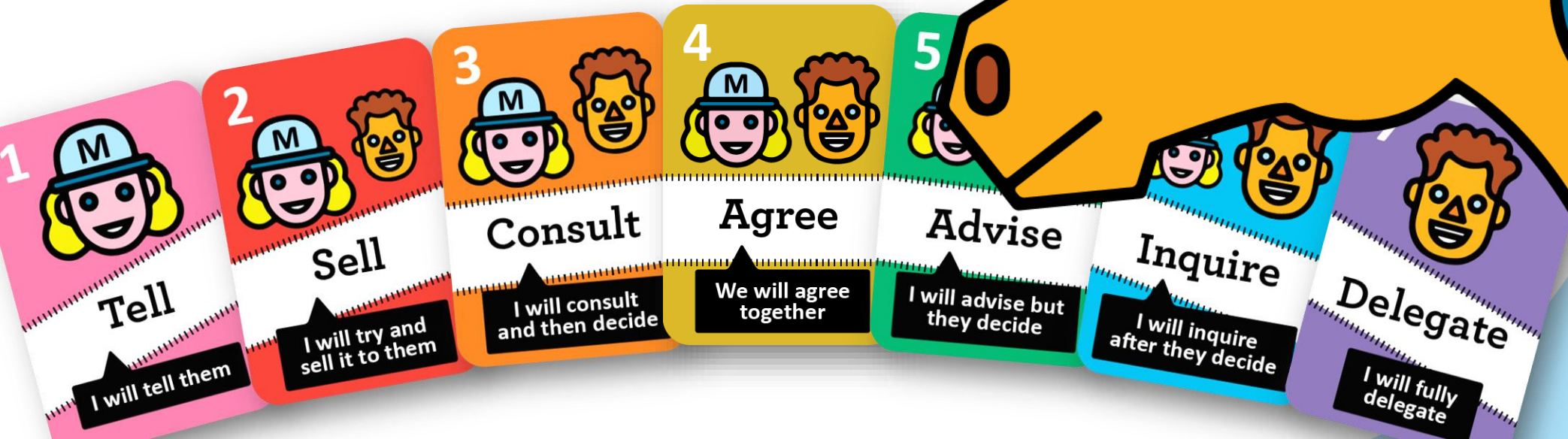


**Management 3.0 =
Better management with fewer managers.**

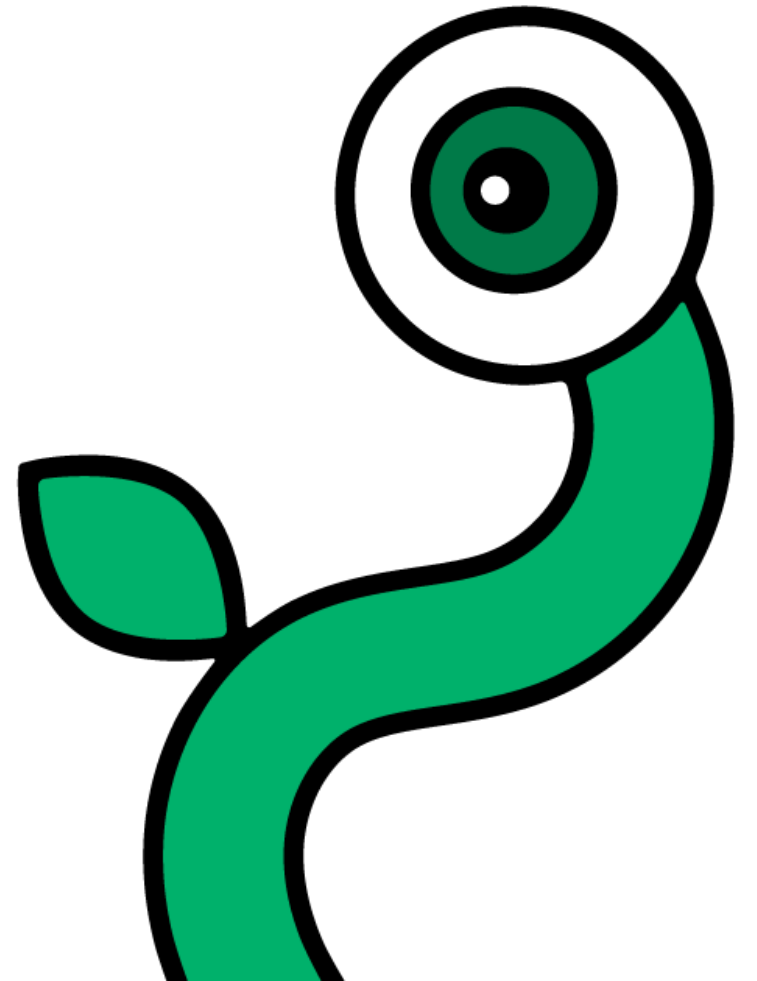


Delegation and Empowerment

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Empower Teams: Teams can self-organize, and this requires empowerment, authorization, and trust from management.



L. DAVID MARQUET

CAPTAIN, U.S. NAVY (RETIRED)

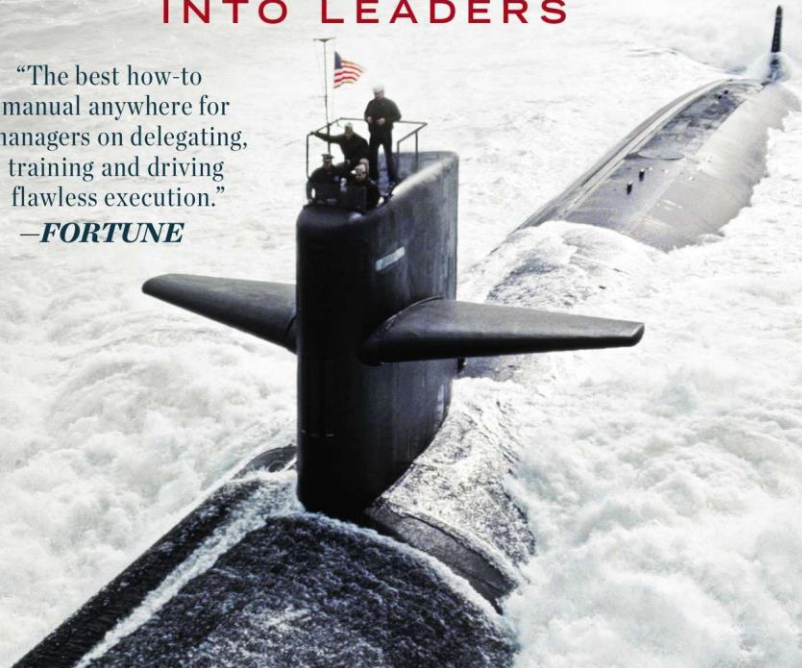
FOREWORD BY STEPHEN R. COVEY

Turn the Ship Around!

**A TRUE STORY OF
TURNING FOLLOWERS
INTO LEADERS**

“The best how-to manual anywhere for managers on delegating, training and driving flawless execution.”

—**FORTUNE**



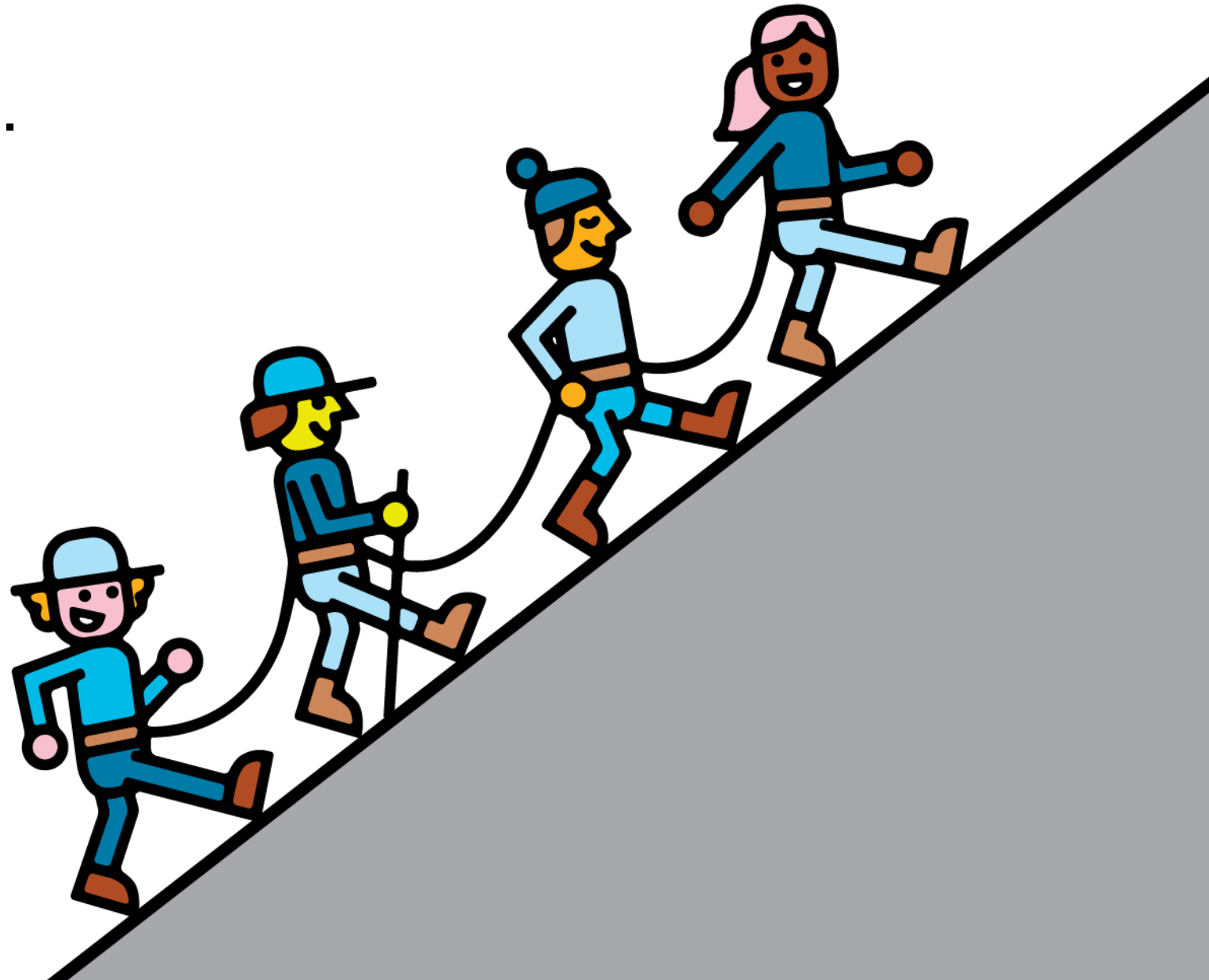
The background features a repeating pattern of stylized bees on a honeycomb grid. Each bee is depicted with a yellow and white striped body, two large white wings, and two antennae. The bees are scattered across the orange background, which is overlaid with a light-colored hexagonal honeycomb pattern.

To Control or Not to Control

Central control of a complex system doesn't work, because the central node of a network cannot possibly contain all information that is needed to make good decisions everywhere.



We aim for a more powerful system, not better-controlled people.
(And besides, creative workers cannot be controlled anyway.)

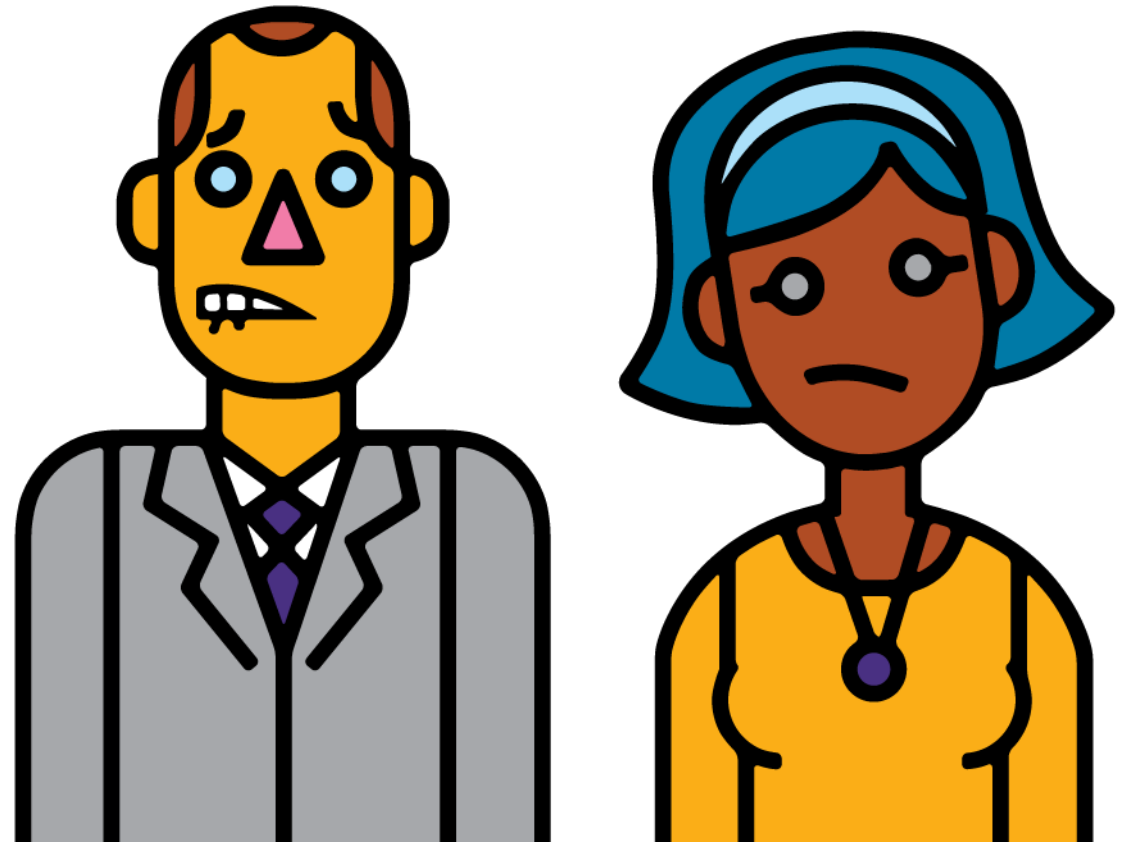


Empowerment requires delegating decisions

Managers often fear a loss of control when teams take over decision-making.

And creative workers sometimes have no idea *how* to take responsibility.

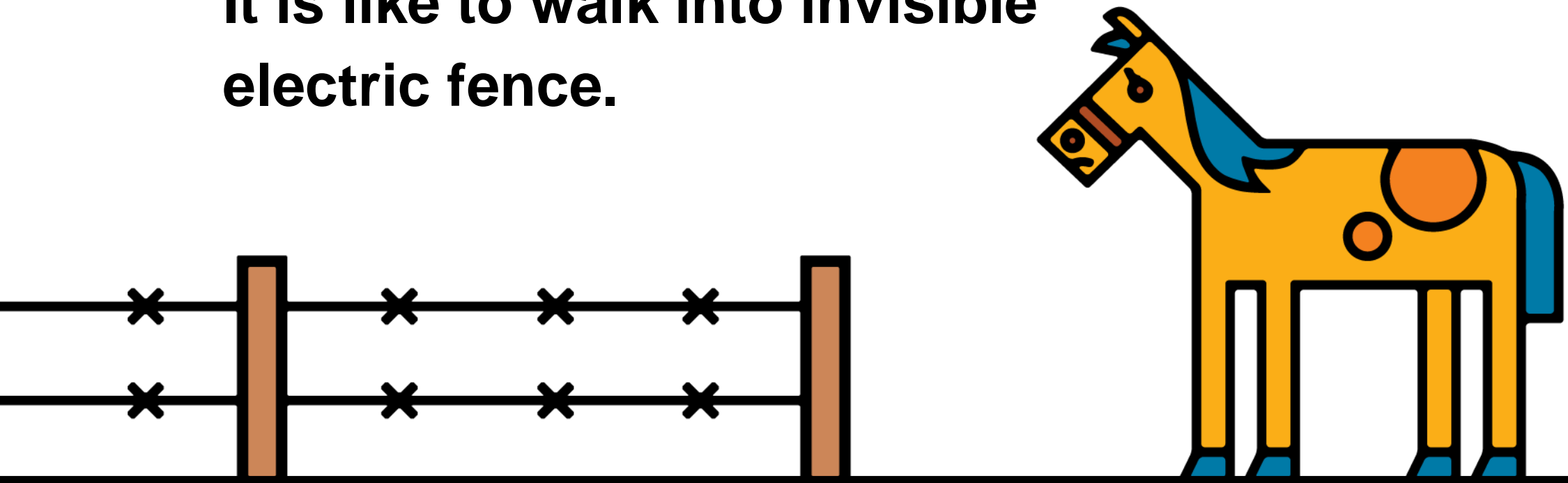
Why?



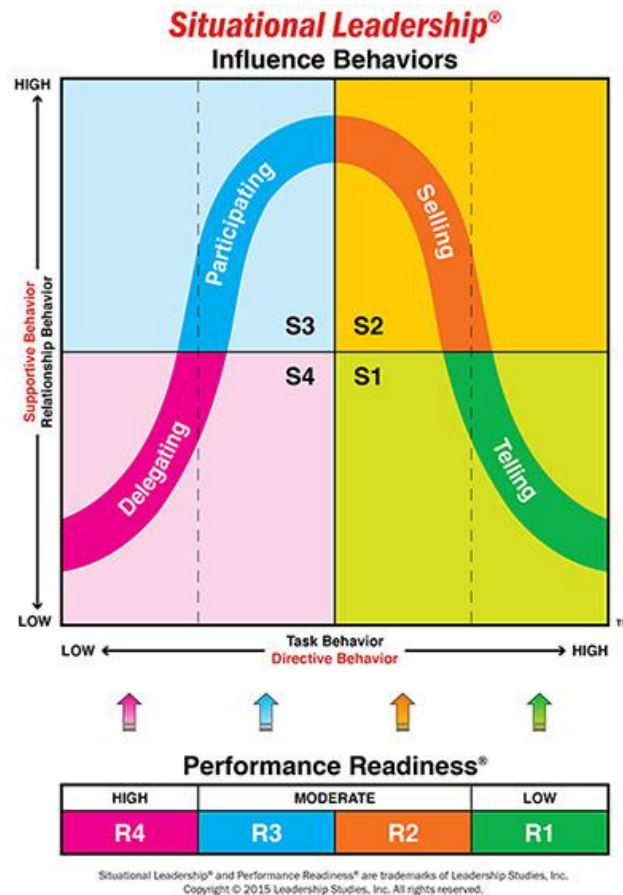
Giving and Taking Control

Quite often, when managers delegate work to people or teams, they don't give them clear boundaries of control.

It is like to walk into invisible electric fence.



Situational Leadership



- Situational Leadership® is based on the **relationship between leaders and followers** and provides a framework to analyze each situation based on the **Performance Readiness® Level** that a follower exhibits in performing a specific task, function or objective.
- Then, **based on the leader's diagnosis**, the necessary amounts of relationship behavior and task behavior are applied and communicated to the follower in order to support their needs and advance development.
- <https://situational.com/situational-leadership/>

Delegation is not a binary thing. There are more options than being a dictator or an anarchist. The art of management is in finding the right balance.





1. Tell

You make a decision for others and you may explain your motivation.

A discussion about it is neither desired nor assumed.

1



Tell

I will tell them

A full-body shot of Darth Vader in his iconic black armor and cape, standing in a control room. He is looking directly at the camera with a stern expression. The background shows a grid of lights and panels, typical of a Star Destroyer's interior.

**YOU HAVE FAILED ME FOR
THE LAST TIME**

PICTUREQUOTES.COM

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.





We choose to go to the moon in this decade and do the other things, not because they are easy, but because they are hard, because that goal will serve to organize and measure the best of our energies and skills.

(John F. Kennedy)

3. Consult

You ask for input first, which you take into consideration before making a decision that **respects people's opinions.**



Consult

I will consult
and then decide



4. Agree

You enter into a discussion with everyone involved, and as a group you reach **consensus** about the decision.



Agree

We will agree together



5. Advise

You will offer others your opinion and hope they listen to your wise words, but **it will be their decision, not yours.**



Advise

I will advise but
they decide

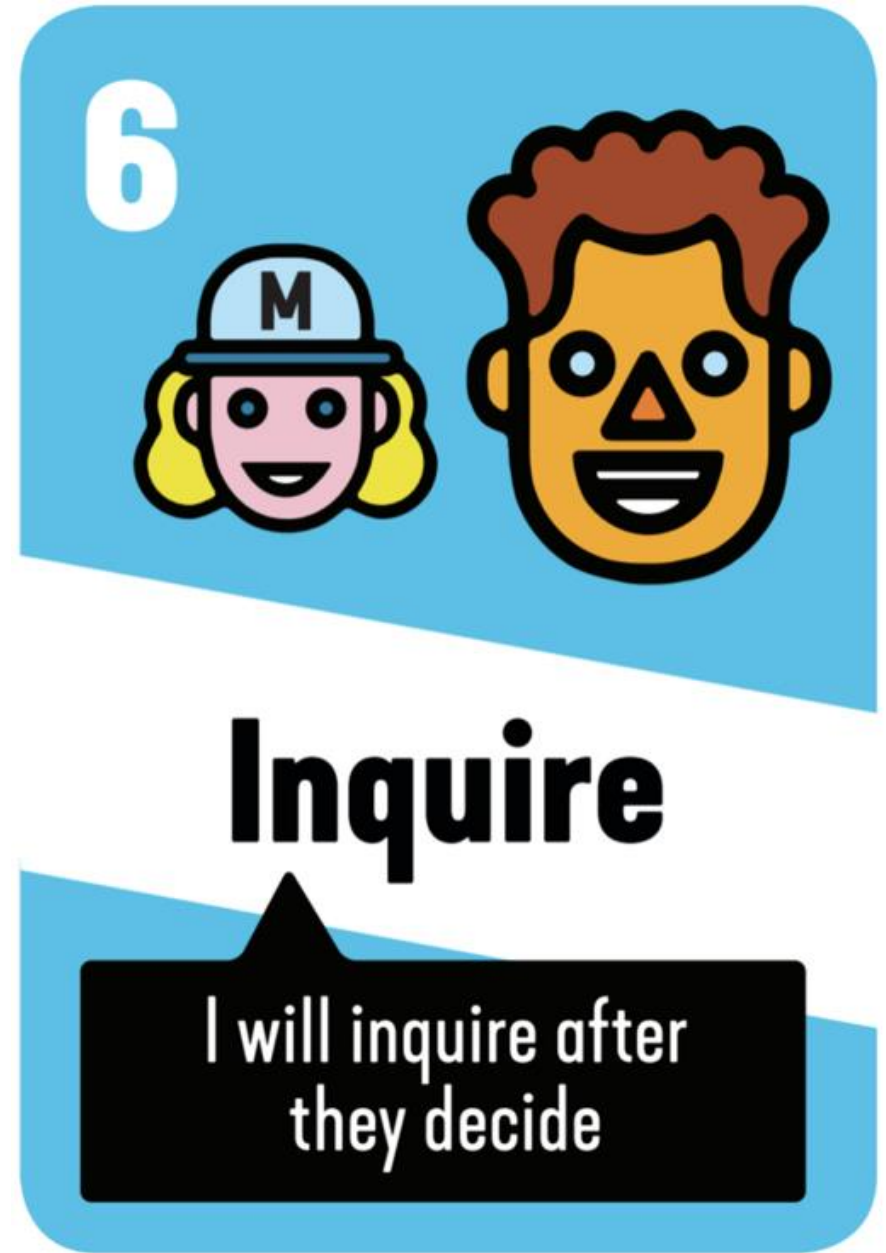
A close-up portrait of Sheldon Cooper from the TV show 'The Big Bang Theory'. He is looking slightly to his left with a serious, questioning expression. He is wearing a black t-shirt. The background is a plain, light-colored wall.

**Don't you think
if I were wrong,
I'd know it?**

THE **BIG BANG** THEORY™

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.

7

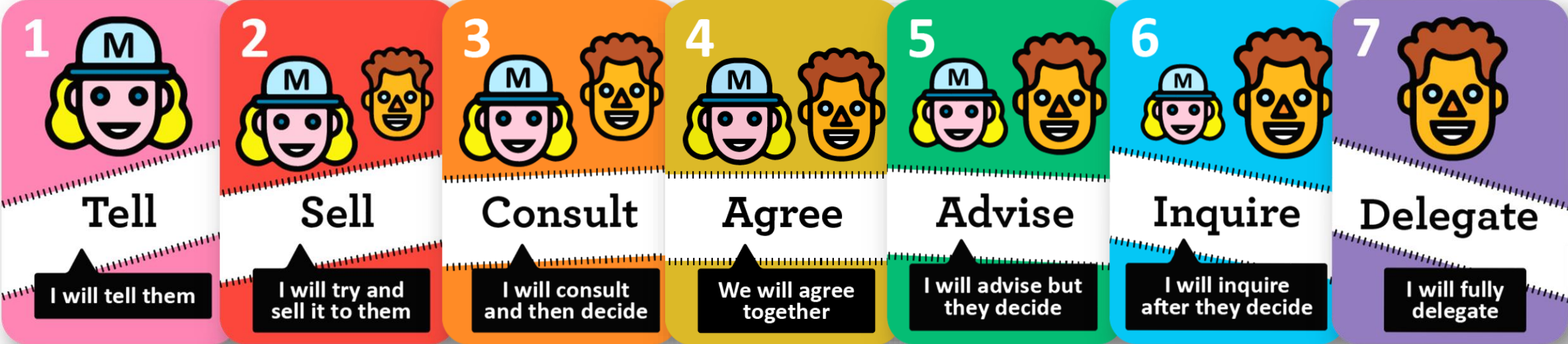


Delegate

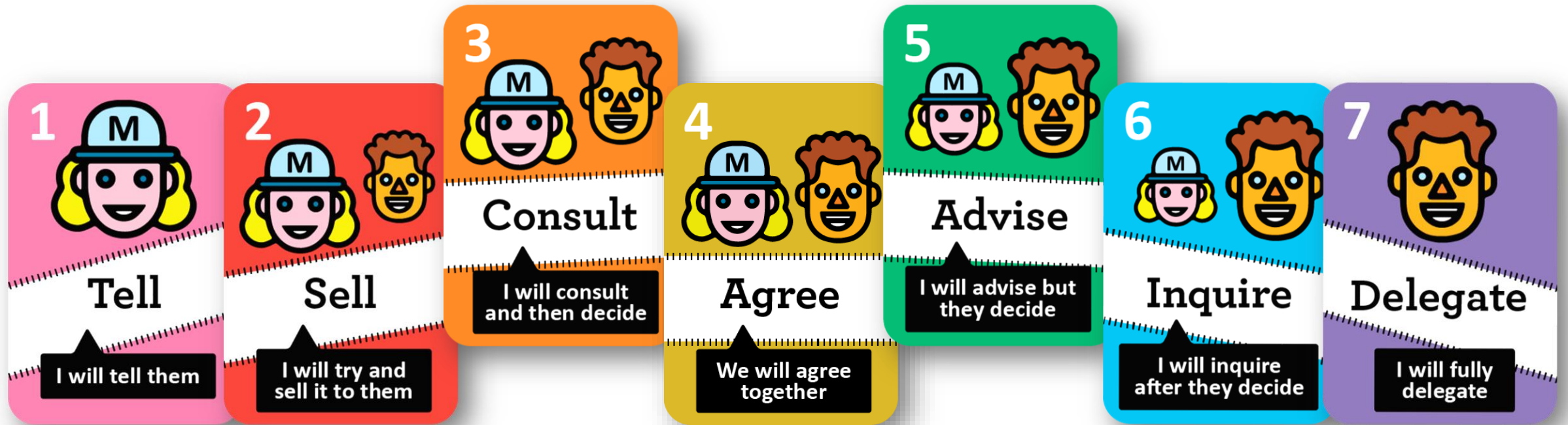
I will fully
delegate



The 7 Levels of Delegation is a symmetrical model.
It works in both directions.

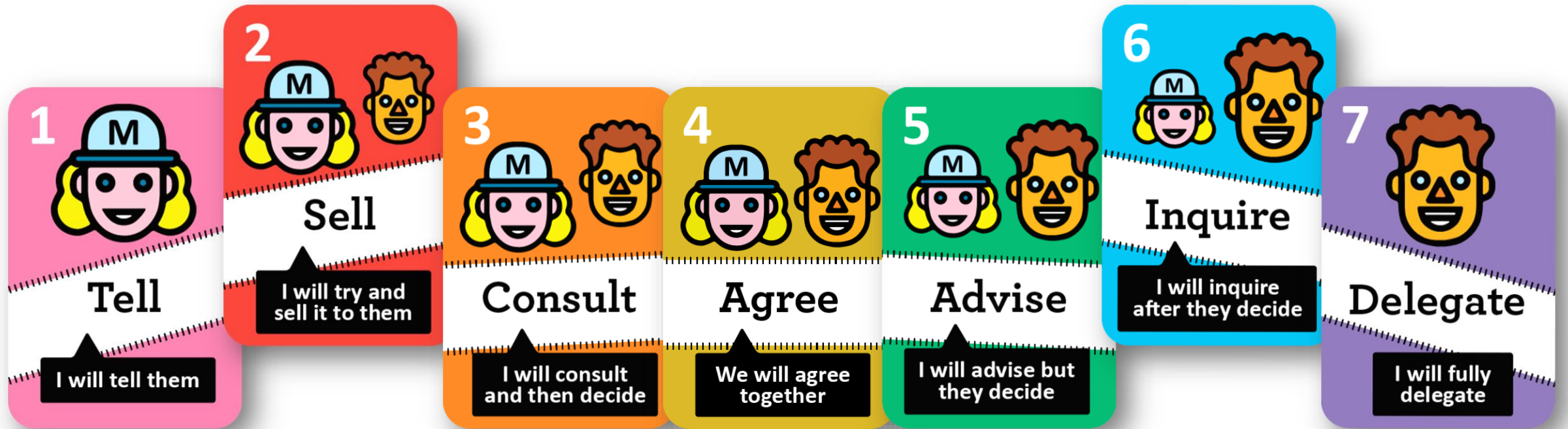


The 7 Levels of Delegation is a symmetrical model.
It works in both directions.



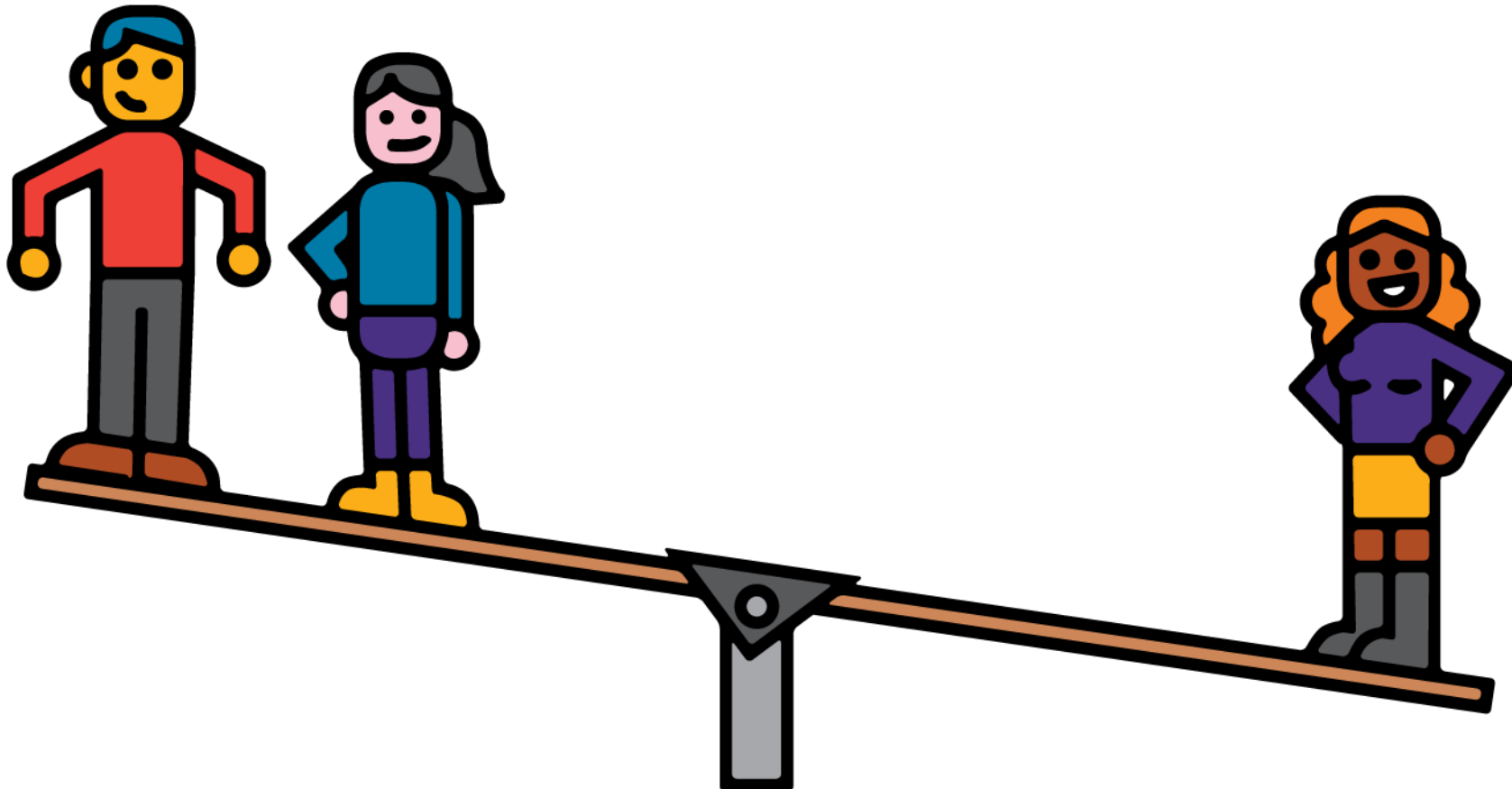
Consult is the opposite of **Advise**.

The 7 Levels of Delegation is a symmetrical model.
It works in both directions.









Sell is the mirror of Inquire.

Delegation levels are applied to key decision areas. The “right” level of delegation is a balancing act. It depends on a team’s maturity level and the impact of its decisions. Delegation is context-dependent.

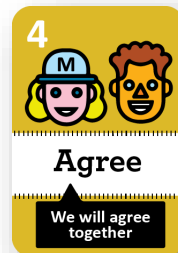


A delegation board enables management to clarify delegation and foster empowerment for both management and workers.

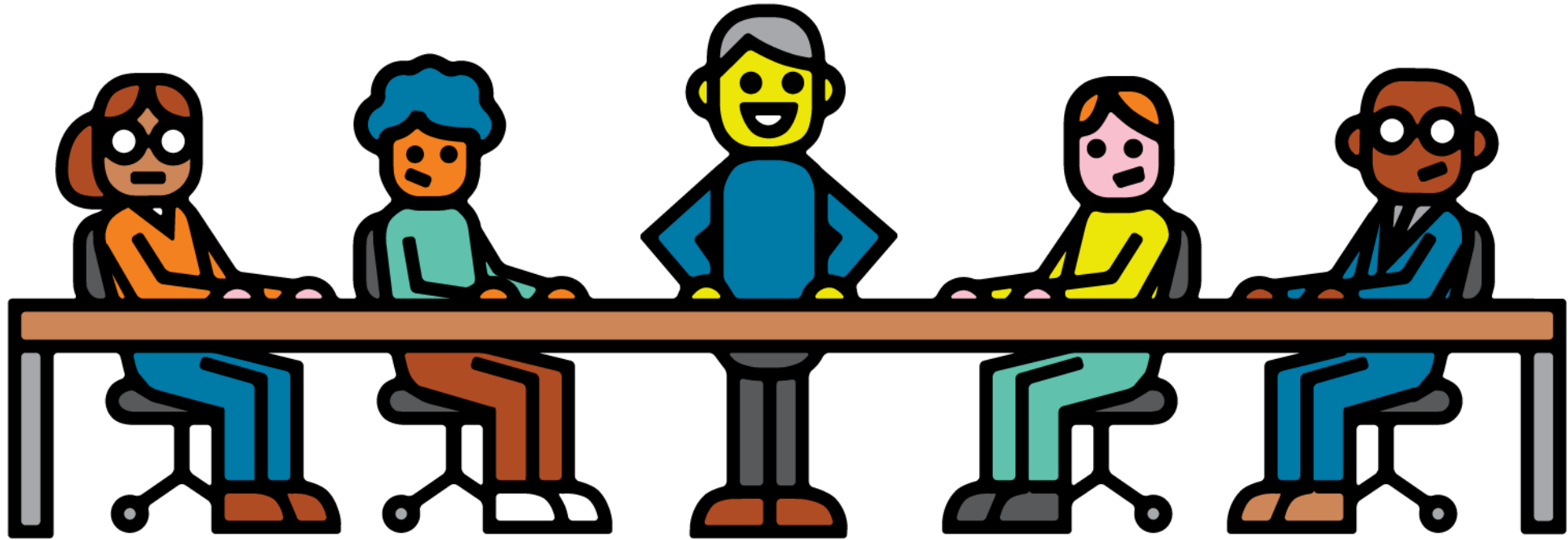
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|-----------------|---|--|---|---|--|---|---|
| Vacation Days | | |  | | | | |
| Office Hours |  | | | | | | |
| Tool Selection | | | | | |  | |
| Team Membership | | | | |  | | |
| Goal Setting | |  | | | | | |
| Team Bonuses | | | |  | | | |

Delegation poker rules

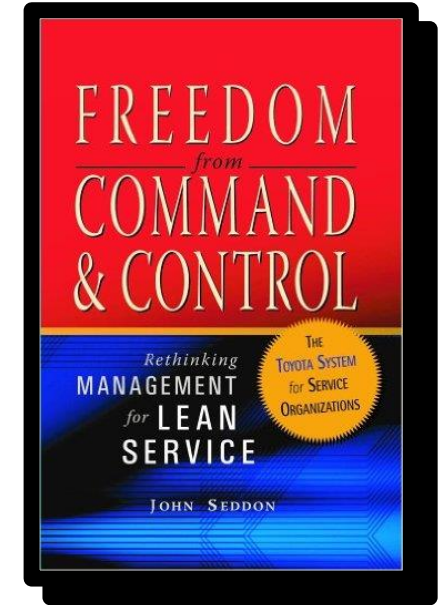
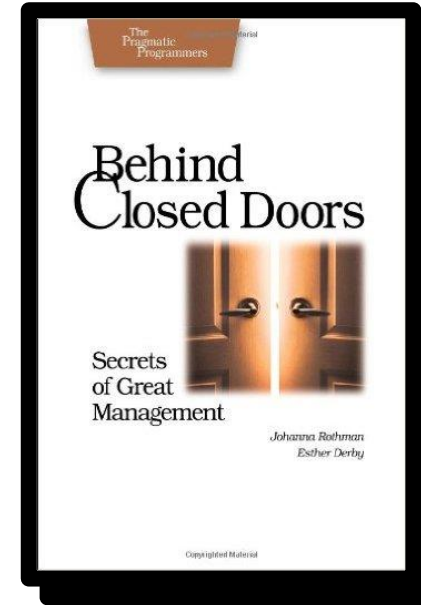
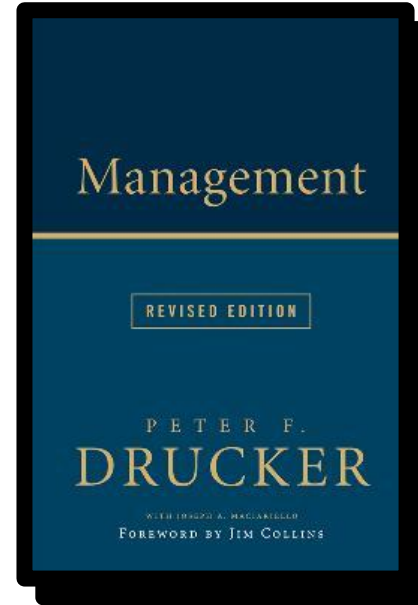
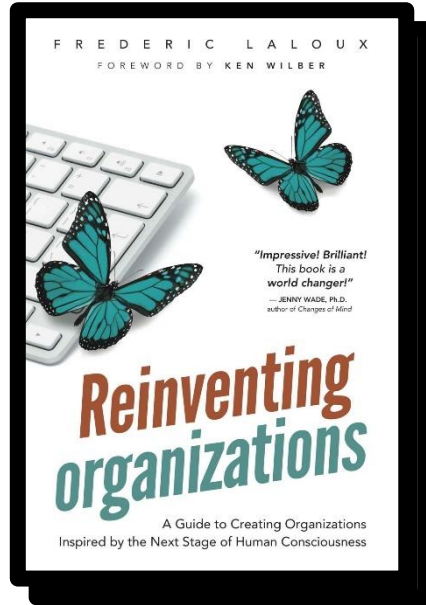
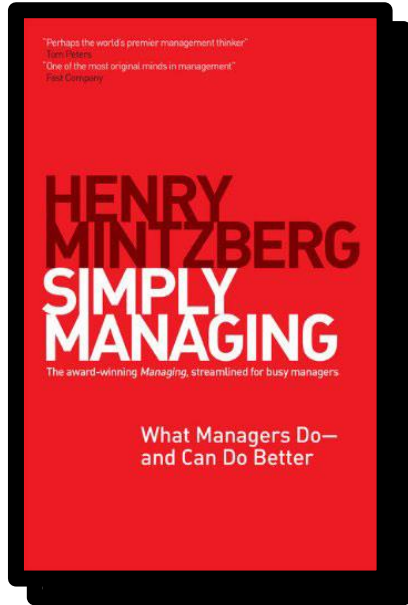
1. Read (tell, listen,...) the question – **decision area**
2. Everyone choose (privately) one of the 7 cards
3. After everyone has decided, show all cards
4. Let the highest and lowest motivate their choices
5. Discuss as a team
6. Repeat steps 2 to 5 until the team aligns on a number
7. Record the number



Questions?



Suggest Reading List



Simply Managing – **Henry Mintzberg**

Reinventing Organizations – **Frédéric Laloux**

Management: Revised Edition – **Peter F. Drucker**

Behind Closed Doors – **J. Rothman, E. Derby**

Freedom from Command & Control – **John Seddon**

<http://bit.ly/1PFI75c>

<http://bit.ly/1QUUBoV>

<http://bit.ly/1X49ytI>

<http://bit.ly/1IAIX7S>

<http://bit.ly/1QUV6zr>