5.12 solutions
consulting group

Engage and Cultivate

Lead by Example
- Model the right behaviors
- Get clear about personal values
- Develop self-awareness
- Seek self-improvement

Engage and Cultivate
- Recognize and reward people
- Create a motivating environment
- Seek team member contributions
- Delegate effectively
- Orient new team members
- Encourage learning and development

People

Align your Team
- Create and communicate a vision
- Establish and align team goals
- Coach team members in creating individual goals
- Provide feedback
- Clarify roles and responsibilities

Build Cohesion
- Create a climate of open communication, trust and respect
- Understand/value behavioral styles
- Create and model team norms
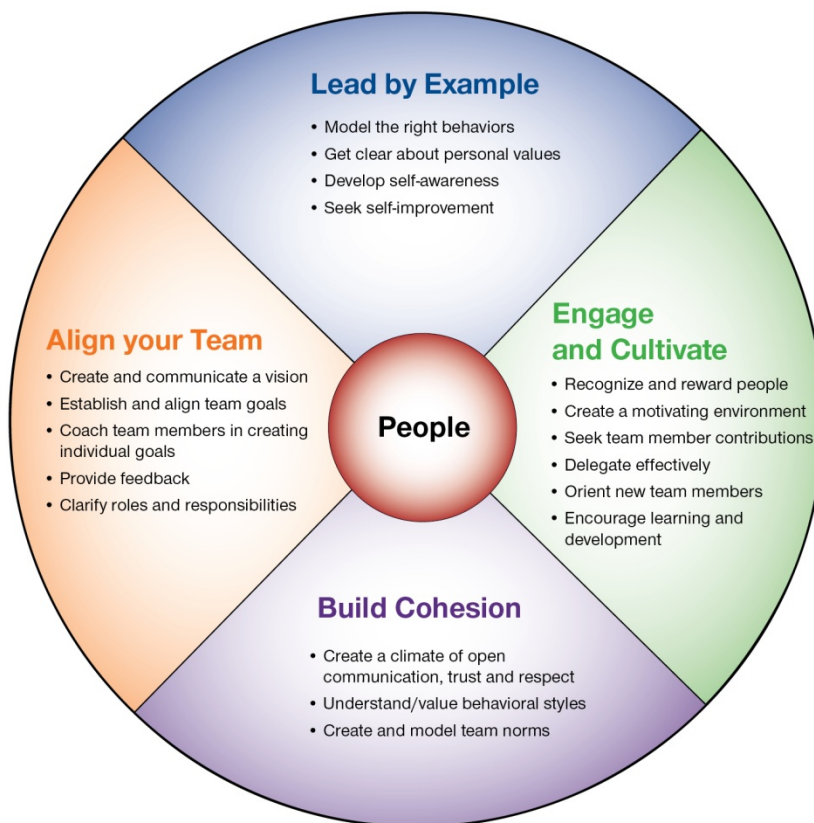
4 Steps to Effective Delegation

Step 1: Share Your Intent

• The task or activity you are delegating
• The outcome you would like to see
• How it fits into the "big picture" (the event, larger team or organizational goals, etc.)

Step 2: Utilize the Appropriate Delegation Style (see next page for details)

• Directing
• Coaching
• Empowering

Step 3: Communicate the Authority Level

• Level 1: Leader makes decision
• Level 2: Team member provides input and leader makes decision
• Level 3: Team member makes decision and keeps leader informed

Step 4: Confirm Understanding and Establish When to Check-in

• Establishes appropriate level of control to ensure task is completed
• Provides opportunity to offer feedback, teach, advise, and support team member

Notes:

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Utilize the Appropriate Delegation Style

Level 3: Empowering Style
- High competence/confidence
- High autonomy and decision making authority

Level 2: Coaching Style
- Medium competence/confidence
- Medium autonomy and decision making authority

Level 1: Directing Style
- Low competence/confidence
- Low autonomy and decision making authority

Competence/Confidence (vertical axis)

Autonomy Level and Decision Making Authority (horizontal axis)

Level 1: Directing Style	Level 2: Coaching Style	Level 3: Empowering Style
• Communicate your intent • Provide the step-by-step plan • Ask questions to confirm understanding • Teach your team member as needed • Let the team member practice in low-risk situations • Closely supervise the prioritization, planning, and execution of task • Leader is responsible for decisions	•Communicate your intent •Collaboratively develop a step-by-step plan •Ask questions to help team member reach his/her own solutions •Advise where needed and listen to input •Provide encouragement to help build confidence •As competence and confidence builds, provide more coaching and less directing •Leader considers team member's input, but is responsible for decisions	• Communicate your intent • Team member is fully responsible for approach • Team member makes decisions • Team member takes initiative to keep leader updated • Leader provides resources for team member to be successful