

# DELEGATION AND EMPOWERMENT

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## What will you learn?

- How Delegation and Empowerment relates to the view **Empower Teams**.
- Understand that people will behave as they are treated, a **self-fulfilling prophecy trap**.
- How **authority** and **ability** are related to **empowerment**, what they mean and the difference.
- Difference between **accountability** and **responsibility**. How are they **connected** to the **empowerment** of teams.
- A **better** approach to the concept of **superiors** and **subordinates**, as also the fact **managers** and **leaders** can be **empowered** by teams.
- How to set up a **Delegation Board**, using also the practice **Delegation Poker**.
- The **origin** of the verb “to **manage**” and how it **relates** to **team management**.
- A **complex system** can be **not** managed from **one central node** and what is a **better approach** in a Management 3.0 context.
- What is exactly **empowerment** and **distributed control**, and why is this **important**.
- Understand that accountability can't be delegated by managers and leaders, **the accountability trap**.
- Understanding delegation is not black and white, the **seven levels of delegation**: Tell, Sell, Consult, Agree, Advice, Inquire, Delegate.
- Understand that delegation is an investment in the future, **the micromanagement trap**.

## What will we discuss?

- To **which level** in an **organization** can the **decision levels** be used? Operational teams, middle management, board level? Why, or why not?
- Can an **organization temporarily** move a **key decision area** back to level **one** or **two**?
- What should a **manager** or **leader** do when a team makes a **clear mistake**, with a **big impact**, on a key decision area with **level six** or **seven**?

## Which practices will you experience or learn about?

### [Delegation Poker and Delegation Board](#)

Use Delegation Poker to clarify who's responsible for what and to what level. This is a method where you can encourage employee engagement through controlled self-organization and clarified value and decision-making.

