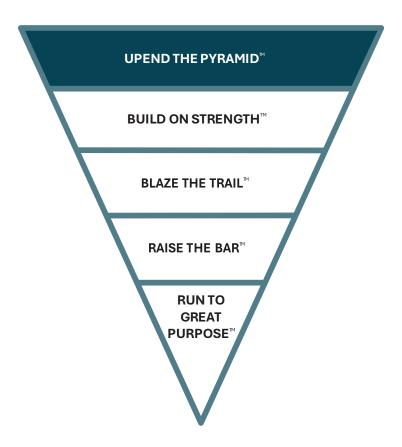# UPEND THE PYRAMID™

Serving leaders UPEND THE PYRAMID™ by becoming masterful developers of people. Through this action, leaders are shown how to increase engagement and productivity by building deep bench strength in the skills and leadership capacity of their people.

UPEND THE PYRAMID™

BUILD ON STRENGTH™

BLAZE THE TRAIL™

RAISE THE BAR™

RUN TO GREAT PURPOSE™

At the heart of serving leadership is the commitment to serve and support the success of others. The serving leader knows that success requires helping team members grow to become the best they can be, both in their skill and in their own future leadership capacity. UPEND THE PYRAMID™ shows leaders and managers how to multiply themselves so that their organisation or team is fully prepared to thrive without them.

UPEND THE PYRAMID™ Applications:
Delegate Authority and Responsibility
Grow Your People
Prepare for Sustainability and Scalability

UPEND THE PYRAMID™ WORKSHEET
Build a Culture of Growth

UPEND THE PYRAMID™–Overview and Applications

UPEND THE PYRAMID™ brings all the previous actions together and demonstrates how serving leaders focus their energy and time on building others around them so that ultimately the organisation can thrive after they are gone. They do this by delegating authority and responsibility in ways that build capacity in those they lead. This produces a culture of growth and development in which people are fully engaged and energized. The serving leader focuses on growing individuals even beyond their work assignments and they think strategically ahead to the time that they will no longer be in their current position. This ensures a strong future for the organisation.

Delegate Authority and Responsibility

Serving leaders recognize that they can never do all that needs to be done and that their most significant contribution is to empower others around them to rise to greater levels of responsibility. They clearly delegate authority and responsibility in ways that expand the team they are developing.

The **Empowerment Planner** will guide you in navigating the complex challenge of releasing authority and responsibility in healthy ways.

Grow Your People

Serving leaders want to see their staff, employees or volunteers grow in their assignments, but they also have a genuine desire to see that person succeed in all areas of life. They recognize that those they serve have dreams and goals that go beyond the organisation. As a result they are willing to have meetings with their team members that go deeper than simply work responsibilities and focus on the development of the whole person.

The **1:1 Meeting Planner** will guide you in applying this application in personal interactions.

Prepare for Sustainability and Scalability

Serving leaders understand that their leadership journey is not all about themselves, it is about strengthening the organisation to thrive without them. They realize that the Great Purpose of the organisation needs to continue long after they are in their current role so they think and prepare in advance for that time.

The **Leadership Legacy Planner** will guide you in preparing well for the future of your organisation.

Delegate Authority and Responsibility

Empowerment Planner

Your biggest challenge to being a serving leader may be time. You don't have time to delegate **because you are doing too much**. That's the paradox.

One of your greatest risks as a serving leader is thinking that serving others is about lightening their load — **taking on their burdens and resolving their challenges**. Be careful about the "taking on" part! This will weigh you down to the point that **you no longer have the capacity** to serve anything or anyone with any value.

Your leadership value is not maximized when you get pulled "down and in." It's a lose-lose-lose, for you, your people, and your customers.

Create the win-win-win:

☐ Expand the authority, responsibility, and accountability of others.

☐ Free yourself to focus on the most important things in service to your Great Purpose as you build on your strengths.

☐ Empower and support others along the way.

Use all you've learned so far in The Serving Leader Model® — teaching, coaching, removing obstacles, building on strengths — **to *delegate* and *empower* others** to resolve their challenges. These actions serve others. **Delegation leads to high performance** when the leader gives team members work which they are capable of performing, which expands their authority and responsibility, and which is meaningful and aligned with Great Purpose.

The Benefits of Delegation

☐ People grow as new capabilities are developed.

☐ Teams develop higher competence and create greater value.

☐ Stress is reduced if done effectively.

☐ Leaders gain critical time for important projects.

☐ Efficiency improves as strengths align to Great Purpose.

In the end, your customers/clients/members win, and Great Purpose is achieved.

Use this **Empowerment Planner** to help you create the win-win-win.

Delegate Authority and Responsibility

Empowerment Planner (continued)

Instructions

There are three steps in the **Empowerment Planner.** First, complete a two-step exercise to identify areas ready for elimination or delegation. Then, use the **EMPOWER Model** to create specific plans to successfully delegate a chosen project.

Step 1: Eliminate

First, determine what you simply need to *eliminate*. Do not delegate these things. BLAZE THE TRAIL™ for yourself by first eliminating obstacles and waste in your own work. Take the time to carefully consider the following questions. Then write your answers below.

- Which of your tasks no longer serve your Great Purpose?

- What plans can you make to eliminate these tasks?

Step 2: Decide what to Delegate

Take the time to carefully consider the following question. (Review the items you noted in the Strengths Discovery Tool: Self, part two) Then write your answers below.

Which of your current tasks or projects do *not align* with your strengths**?**

Step 3: Delegate

Dedicate time in your calendar for creating your delegation plan. Use the **EMPOWER Model** on the next page to help you.

Delegate Authority and Responsibility
Empowerment Planner (continued)

EMPOWER Model

WHAT IS DELEGATION?

Delegation leads to high performance when the leader gives team members work that they are not only capable of handling but expands their authority and responsibility. A leader can delegate new work or increased responsibility for current work. To *delegate or not to delegate* is not the decision. *How much* to delegate is the leader's decision. A leader must decide what level of initiative a follower is ready to handle. Because of the follower's low level of development, the follower may not be ready to make and implement decisions. In this situation, the leader delegates the task but not the decision-making authority. If the follower has a high level of development, the leader will delegate responsibility with a high level of decision-making initiative.

Effective delegation requires the leader to make the following decisions:

1. <u>What</u> work should be delegated?
2. <u>Who</u> should do it?
3. <u>How</u> do you gain the person's commitment to accept and handle the responsibility?
4. <u>What</u> level of power can the follower handle?

BENEFITS

Delegating is one of the most effective ways to develop your people (staff, employees or volunteers). Most of us like being entrusted with extra responsibility, and the skills and experience gained from expanded responsibility make us more valuable to the department and to the organisation. In addition, when responsibility is delegated, jobs become more interesting and satisfying. In short, everyone gains. The individual also gains by developing higher levels of competence.

What's in it for you? A lot! As a leader, you're judged at least as much by what your team members do as by what you do—after all, your job is to get things done through other people.

Your team member's success is your success. And, as you challenge your people with expanded responsibilities, you build a more efficient, effective work group.

Delegate Authority and Responsibility

Empowerment Planner (continued)

The elements of delegation spell **EMPOWER**:

➔ **E**   Expectations
➔ **M**   Methods
➔ **P**   Power
➔ **O**   Organisational Support
➔ **W**   Why
➔ **E**   Experience and Education
➔ **R**   Reviews

The importance of preparing for the delegation cannot be overemphasized. The EMPOWER elements can be your guide to preparing for effective delegation.

Expectations—Communicating expectations allows the follower to understand the scope and magnitude of the delegation. Expectations also prepare the person who receives the responsibility to evaluate and control the work being performed. A clear statement of the expectations at the time the responsibility is delegated avoids misunderstanding and resentment.

Methods—To ensure that the responsibility is performed successfully, it is important to outline the procedures, tasks, and methods that are required. If the person is new to all of the tasks required by this new responsibility, the leader will need to provide extensive detail about how it should be performed. If the person is experienced in most or all of the tasks, it would be appropriate to let this person establish new procedures.

Power—Another source of misunderstanding is, "How much autonomy do I have to carry out this responsibility?" To avoid this misunderstanding, every delegation must be accompanied by a statement about the level of power the follower is to exercise in carrying out that task. The higher the level of power, the more responsibility that has been delegated and the more time the leader has gained.

Delegate Authority and Responsibility

Empowerment Planner (continued)

William Oncken Jr. described "Five Levels of Power" that can help the leader describe the level of authority and initiative:

1. Wait until told
2. Ask what to do
3. Recommend, then take resulting action
4. Act but advise at once
5. Act on own, then routinely report

Organisational Support—When a leader delegates, he or she is turning a problem over to the follower. This means the follower must be properly trained to resolve the problem. The leader does this by explaining where and how the follower can find information. It is necessary for the follower to know how to get materials, equipment, people, or money in order to perform the responsibility.

Why—A detail that is often left undisclosed in delegations is why the person was chosen. People want to know why they are being asked to take on more responsibility. It is important to describe what skills or abilities the person has that qualifies him or her for the new task. What experience or accomplishments were considered when the person was selected? Knowing this will help boost the person's confidence, and they will be more receptive to accepting additional responsibility.

Experience and Education—Sometimes the leader will decide to delegate responsibility to a follower who needs further training or experience. The training needs to be discussed and planned up front in the first discussions about the delegation. Delegation is one of the most effective team member development actions that a leader can take. But arrangements for formal training, or supervised on-the-job training, must be implemented before the person who receives the new task becomes frustrated with the new assignment or makes costly errors.

Reviews—Every new delegation needs follow-up. The leader needs to set a date when the person will report on progress and has an opportunity to express concerns or problems. Clearly communicate that this will be a learning process. There may be mistakes and miscommunications. That is normal for growth in new responsibilities. This is why reviews are important.

UPEND THE PYRAMID™ WORKSHEET
Build a Culture of Growth

Delegate Authority and Responsibility
Empowerment Planner (continued)

Who: _____	Task: _____
E — **Expectations** **What does success look like?** Clarity of expectations when the responsibility is delegated avoids misunderstanding and resentment. Identify performance standards and what success looks like.	
M — **Methods** **What methods will ensure success?** Outline what is required to successfully manage the new responsibility. Create a teaching plan and clarify the level of responsibility for creating new procedures.	
P — **Power** **How much authority is being granted?** Be clear about how much authority is being granted to manage the new responsibility. Determine the right balance to meet capabilities for success.	
O — **Organisational Support** **What resources are needed to ensure success?** Empower the delegate on how to get materials, people, or money to perform the tasks. Not doing so leads to problems, and reflects poorly on the leader's service.	
W — **Why** **How does this delegation align strengths with Great Purpose?** People want to know why they are being given new tasks. Describe what strengths qualify them, and how they and the organisation will benefit.	
E — **Experience and Education** **What training might be needed to support success?** Delegation creates development opportunities. Arrange for the training needed for successful execution.	
R — **Reviews** **What is the plan for monitoring progress and supporting success?** Be clear that the early phase of the delegation will be a learning process. Establish regular check-ins to monitor progress and coach for success.	

UPEND THE PYRAMID™--Action Planner

Instructions:

Reflect on what you have learned in this lesson and the application exercises you have already worked on. Summarize your key learnings:

After this lesson, I plan to take the following actions:

1.

2.

3.

Accountability: Who will I ask to hold me accountable for these actions?

Name:

Mark here when you have asked them: