

Acts of Delegation	Conventional Delegation	Engaged Delegation	The Benefits of Added Step
Define project purpose.	✓	✓	
<i>Define project purpose, as well as how you can use the project to develop future leader qualities.</i>		✓	<i>Mentoring begins before meeting with the employee. Use the project to be as much of a teaching tool as a project to be completed.</i>
Decide to whom to delegate the project.	✓	✓	
<i>Define learning objectives within the body of project that could lead to larger project opportunities for employee.</i>		✓	<i>The lessons learned within the project allows the employee to grow into larger, mission-critical projects which duplicates the number of project managers on your team.</i>
Introduce the task to employee.	✓	✓	
<i>Partner with the employee to see if there are missing aspects to the parameters of the project, or if they could be referred to/identified differently.</i>		✓	<i>Allowing the employee to take part in defining (or owning) and structuring the project gives them tools for larger, more complex tasks both within their job as well as future project work.</i>
Agree on timeframe for completion.	✓	✓	
<i>Incorporate one-on-one meetings throughout the project that include reflection of each step and related learning opportunities.</i>		✓	<i>Mentoring/coaching needs to be done deliberately and consistently. Employees will take the exercise as seriously as you do.</i>
Allocate responsibility, available resources, and authority.	✓	✓	
<i>Allow the employee to co-identify involved team members and project roadmap.</i>		✓	<i>Allowing the employee to help build the team (if needed) and/or the roadmap for the project teaches project outline construction and preparation.</i>
Ensure agreement with the parameters of delegated project and hand off.	✓	✓	
<i>Define, prior to handoff, the first one to three steps the employee will take to launch project. Discuss.</i>		✓	<i>Setting your employee up for success is important to learning (and project success). Allowing them to co-design the first step(s)</i>

			<i>creates opportunities for if-this-than-that discussions and added ownership.</i>
Measure and track progress through process	✓	✓	
<i>Meet regularly and use the time together as a Q&amp;A and learning/mentoring session.</i>		✓	<i>This is where the mentoring occurs. Guiding/correcting and/or affirming the employee accordingly builds confidence and experience.</i>
Be available for questions and assistance	✓	✓	
<i>Review completed assignment and discuss what opportunities may be around the corner so the employee can begin preparation.</i>		✓	<i>Debriefing the project allows for closure and completion. The employee will want to hear feedback regarding performance and outcome.</i>