



Preparation

Clarify Objectives: Confirm the specific decisions or responsibilities you want clarity on. For example, budget approvals, project prioritization, team management, or product decisions?

1. **Tell:** Manager makes decisions unilaterally.
2. **Sell:** Manager makes decisions but explains the reasoning.
3. **Consult:** Manager seeks input but decides independently.
4. **Agree:** Group decides together with mutual agreement.
5. **Advise:** Group decides, and manager gives input only.
6. **Inquire:** Manager lets others decide, then asks for updates.
7. **Delegate:** Manager fully delegates decision-making to others.

(Copy and paste the cards so each team member has a deck of cards)

Running the Exercise

Introduction: Explain Delegation Poker and the goal—to clarify who holds authority over which types of decisions. Emphasize that there are no "right" or "wrong" answers; it's about finding clarity and alignment.

Define Key Areas: Go through each area they want to clarify. For each decision type, have them select the delegation level they feel best reflects the desired approach.

Play Rounds for Each Decision:

1. Each person privately selects their delegation card for the given decision.
2. Once everyone has chosen, reveal the choices simultaneously.
3. Discuss any differences in choices. This discussion helps uncover any assumptions or expectations and aligns everyone on who will have responsibility.

Reach Consensus: If there's a significant gap in the choices (e.g., one person selects "Tell" while another chooses "Delegate"), facilitate a conversation to align expectations. Encourage them to consider where flexibility might improve outcomes.

Document Decisions: After reaching consensus, record the final agreed-upon levels for each decision type. This can serve as a reference point and help avoid future misunderstandings.

Tips for Facilitation

1. **Encourage Openness:** Emphasize that this exercise is about exploring levels of autonomy and responsibility, not about hierarchy.
2. **Focus on Value:** Reinforce that the goal is to empower them to make effective, autonomous decisions within a clear framework.
3. **Summarize at the End:** Go over the final delegation levels to ensure everyone is on the same page.