Delegation Poker

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Delegation Poker is a game designed to help teams and organizations clarify and negotiate delegation levels for various tasks and responsibilities.

In the game, participants are provided with a set of delegation cards representing different levels of authority and autonomy, ranging from "tell" (full control) to "delegate" (no control).

Through discussion and negotiation, team members assign delegation levels to specific tasks or decisions in order to achieve alignment and consensus regarding who should be responsible for what. This tool promotes transparency, empowerment and accountability within teams, facilitating better decision-making and collaboration. The delegation cards themselves can be used in daily work as a helpful trigger for reflection but also when any kind of dialogue is held with employees about new tasks, roles and responsibilities.

What makes the tool special?
- Everyone brings and listens to arguments for the different levels of decision-making → from which a common understanding develops with an agreed outcome.
- The team gains clarity about decision-making processes, is empowered and encouraged to develop a sense of personal responsibility, and self-organization is promoted.
- Transparency and orientation strengthen team awareness, the manager's confidence in delegation can develop, and the team gains confidence through involvement.
- The manager can establish clear standards and rely on and refer to them during the implementation.

Duration 30–120 min	**Participants** ideally 4–8 people	**Facilitation** a set of delegation cards per participant

SOURCE: Jürgen Appelo

Delegation Poker │ **Process**

Framing and preparation	Playing Delegation Poker	Playing Delegation Poker	Debriefing and reflection
10–20 min	round 1, 15–30 min	round 2, 15–30 min	15–20 min per person
Explain why delegation is important and how the game can help. Introduce the 7 levels of delegation by presenting an example. Collect topics from key decision areas. Where (levels of) responsibility are not clear, invite participants to bring these topics into the workshop. Guiding question: What decision is pending in my work area/team, that I need to make and for which I'm not sure how much I should involve my team?	Explain the selected case and have a short Q&A so all participants are aware of the situation. Explain again what the 7 delegation steps would mean, referring to the case. Play the game: 1. Each person decides for themselves: Which level of decision-making should be used here? → Place one of the 7 cards face down. 2. When all have decided → show the cards at the same time. 3. The people with the highest and lowest card start to explain why they chose this card. 4. Then everybody else explains why they chose their card.	After having played the first round and listened to all opinions, participants are asked to think again about the level of decision-making that should be used here. Point out that it is absolutely fine to change your mind after having listened to the arguments of the others. Play the game again: 1. Everybody chooses their card individually → can keep the same card or replace it with another. 2. Turn the cards around. 3. Check who replaced their card and ask these people why they decided to take the new card. Ask the case owner for feedback; was this helpful?	Together with the group, hold a debriefing and discuss the situations in which the cards could be used in the future. Options include: ● Task assignment: clarify the level of authority and autonomy for everyone. ● Decision-making: identify who has the authority to make specific decisions and to what extent input or approval is required from others. ● Team empowerment: to self-organize and take ownership. ● Conflict resolution: to provide a structured framework for negotiating and resolving issues. ● Performance reviews: to assess whether the delegation levels assigned to team members are appropriate and effective.

Delegation Poker | **Cards**

SOURCE: *https://management30.com/delegation-poker*

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