

# 5 – How can I best utilize my team members?

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## **Purpose**

Help supervisors magnify their team members' talents and strengths through their ability to delegate.

## **Preparation**

Prayerfully study these scriptures and resources.

- [“Help Them Aim High”](#) by President Henry B. Eyring
- [“These I Will Make My Leaders”](#) by President James E. Faust
- [“Leading as the Savior Led”](#) by President N. Eldon Tanner

What are the main things you learned from these resources?

How do they help you and those you serve become better leaders in the workplace?

Which messages will you share with those in your department?

## **Making Connections**

These discussions will not only develop employees into stronger disciple leaders but will help them see the relevance of the gospel in their careers. Invite them to write down their impressions. Also, invite them to share pertinent, personal experiences that strengthen the doctrine being taught.

## **Discussion: How can knowing our employees' individual talents help us delegate?**

- *Why did Christ set up a church? On another note, why did Moses establish judges in [Exodus 18:13-17](#)? What are the differences between the reasoning in these two scenarios? What are the similarities? What can we learn about delegation through these examples?*
- *As addressed in [D&C 121:34-35](#), what is the difference between being called and being chosen? How does Christ “choose” who to delegate His work to? Using those principles, how can we determine when an employee is ready to be delegated a task? If they are not ready, how can we help our employees get to that point of readiness?*

[“Many Called; Few Chosen”](#) (Elder David A. Bednar, LDS Media Library)

- *Why did Heavenly Father create you in a manner unique from everyone else? Why did he give you specific talents? Were these talents inherent or learned over time? How does understanding your own talents help you better understand the talents of others? How can this improve how you delegate?*

See [Matthew 25:14-30](#).

- *Think of a person in your life who has highlighted your talents. Who was that person? How did this person impact you? What opportunities did this person give you? How can we impact our team members in a similar way?*

See [Mormon 1:1-5](#) or [Moses 1:25-26](#).

- *How can we better understand the limits of our employees? What can you do to become more aware of the talents and skill sets of those in your office? How can this information help you delegate assignments more efficiently?*

**Discussion: How can we help our employees succeed in their delegated task?**

- *Think about how much control you have over all the muscles in your body. Why are we limited in the control we have over our bodies? Then why is it crucial that we are given some control over our body? How do these principles relate to the control we give to our team members over delegated tasks?*
- *What role does “training” play in the delegation process? What methods could we use to ensure that our employees understand our expectations?*

I teach them correct principles and they govern themselves. (Joseph Smith, Teachings of Presidents of the Church, 2011, 281)

- *How do the first paragraphs of [“It’s Better to Look Up”](#) relate to delegation? How does communication affect our employees’ success in their delegated tasks? (See [Exodus 33:11](#)) What approaches to communication would you use to help these employees?*
- *What stops us from delegating work to others? How were these issues highlighted by Joseph Smith and Martin Harris when they lost the 116 pages? How did the Lord manage this problem? (See [D&C 10:1-4](#)) What can we learn about delegation from this experience?*

**Application**

Through these activities, employees will be directly or indirectly invited to make a personal inventory of their own work and (through the Spirit) realize the specific things they must do in order to become a better disciple leader.

- Invite employees to write a list of their individual talents. Then, invite employees to write a paragraph about how these talents are being used in their current position at BYU-Idaho. After this, invite them to discuss and compare what they’ve written with a co-worker. *Why have you been given your specific stewardships? Why do you think you and this co-worker are working together on the same team?*
- Invite supervisors to review the structure of their team and the assignments that each direct team member has within their stewardship. *How did you determine the distribution of these assignments? How have these assignments strengthened your team members? How do these assignments highlight the talents of each of your team members? How can you improve the distribution of these assignments?*
- Invite supervisors to make a list of tasks that they must complete within the next two weeks, then to determine at least one task from this list to delegate. Then, help these supervisors determine the best team members and methods by which they can delegate this task. *What techniques will you use to best support and monitor the progress of your delegates?*

**One on One** (Conducted outside of the training by the head of the department)

- Invite this employee to complete and bring the [Delegation Skills Checklist](#) for this one on one. During the meeting, invite this employee to describe their insights from this exercise. *Which areas do you feel strongest in? Which areas do you feel like you need to work on?*
- Discuss with this supervisor the structure of their team and the distribution of major assignments for every employee in the team. Give insights regarding the structure as needed.