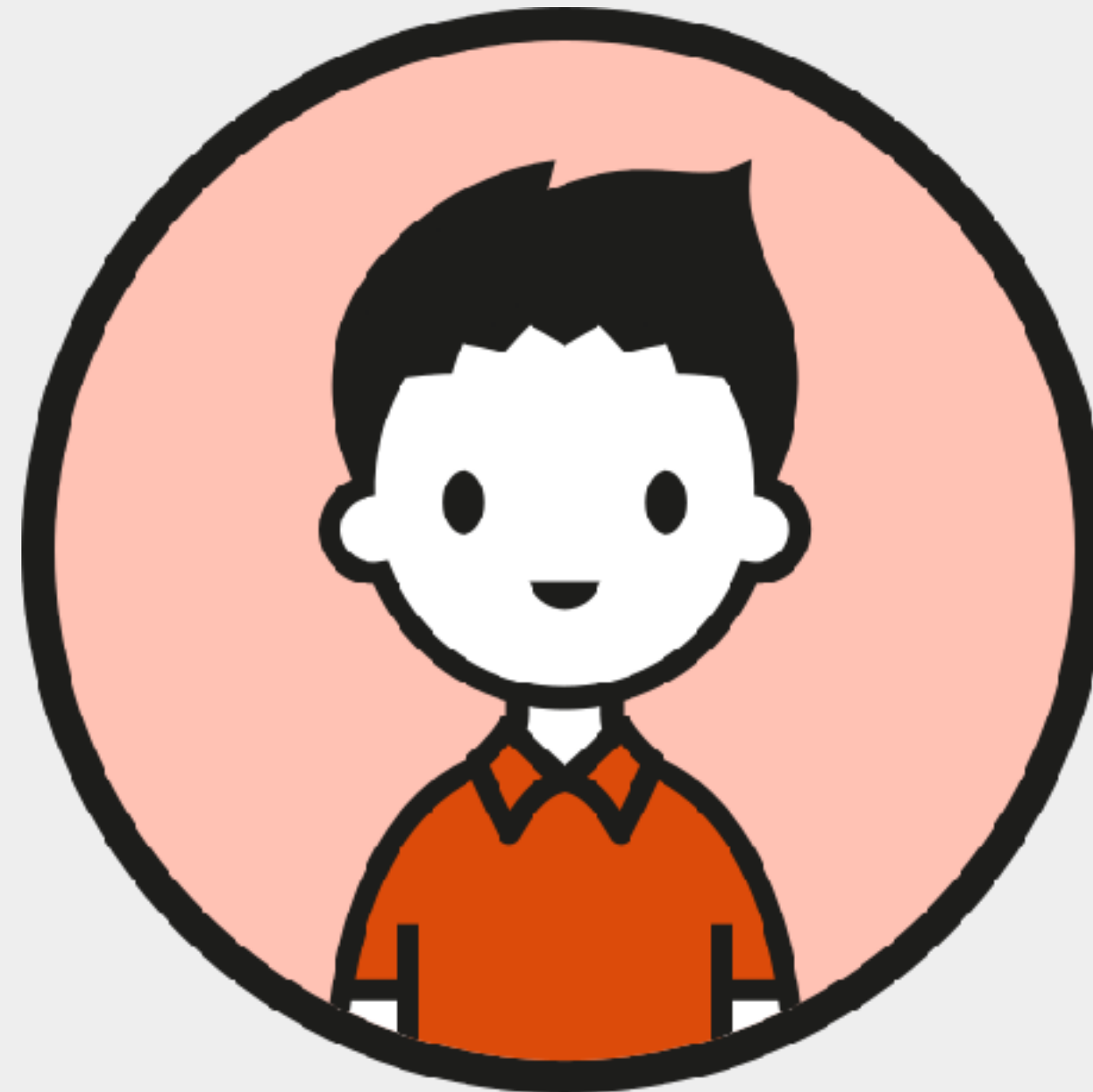Do you practice delegation?

How do you find it?

Meet Jack

Jack is a senior developer turned engineering manager. He has extremely high expectations of himself and the quality of the work to be done. He has a passion for details and often get sucked into project work.

Jack's team is growing fast!

Delegation is...

Delegation is...
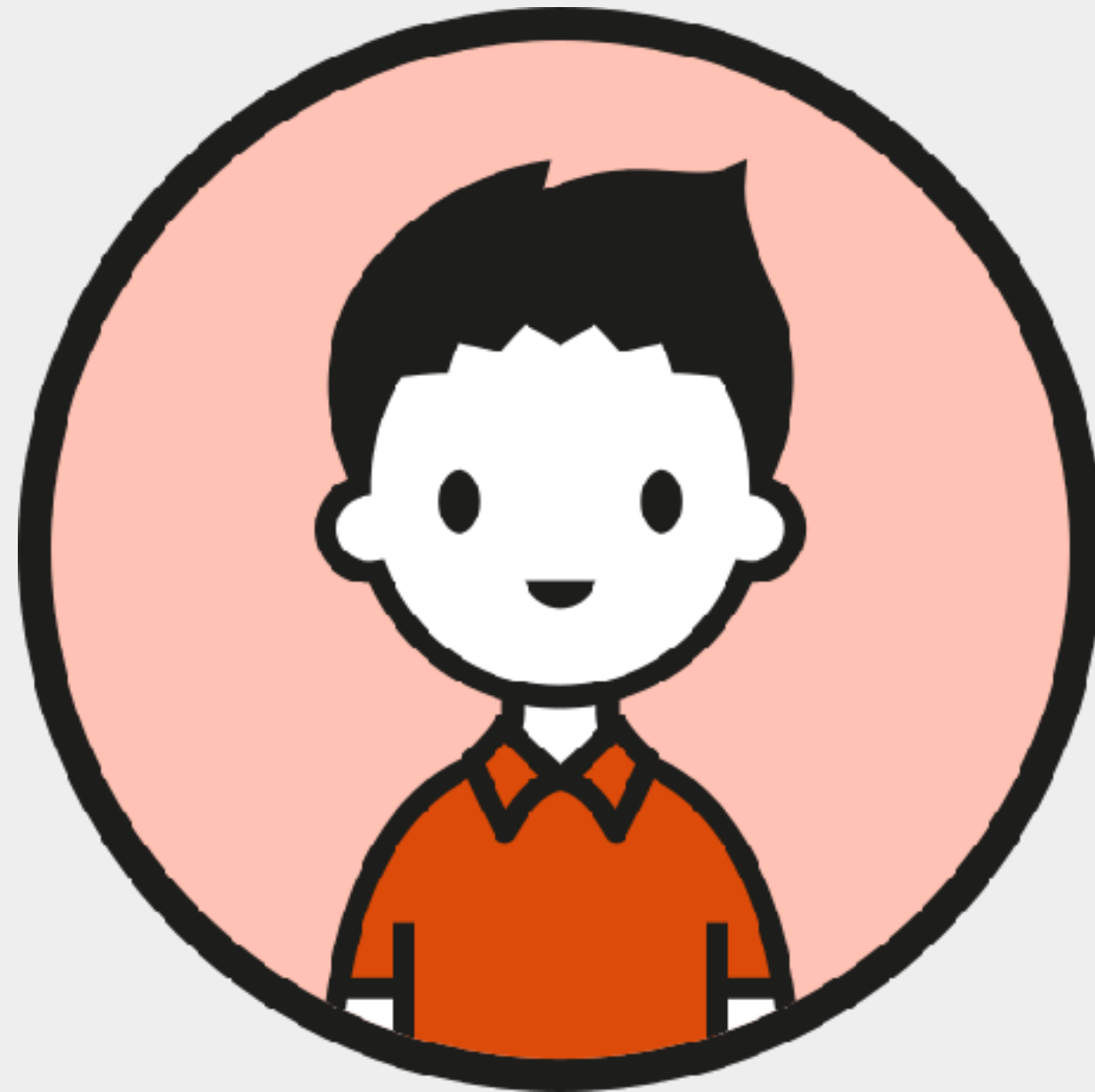
Designating responsibility to someone else

An essential strategy

Entrusting our authority to others... while remaining accountable for the outcome

Going back to Jack

I feel bad about giving them more work.

I don't have time to teach others what is needed to get the work done. It's quicker to do myself.

I don't know if I can trust other people to do the work with the quality I know I can deliver

They'll resent me asking them to do it.

I'll do the best job here, so I'll do it myself.

It's a boring job, so I'll lead by example and do it myself.

I know I should focus on planning and strategy but I care about the details.

I don't know how to let go!

Self-reflection

Mindset shift

So why is delegation so important?

So why is delegation so important?

According to a Gallup study, CEOs who excel in delegating generate **33** percent higher revenue. These executives know they can't accomplish everything alone and position their team to tackle tasks they're confident they'll achieve—in turn empowering employees, boosting morale, and increasing productivity. In the process, CEOs free up their time to focus on activities that will yield the highest returns and grow the company.

Leader

- Reduce the risk of burnout
- Free up your time
- Deepen your relationship and trust with people on the team

Team

- Increased motivation, engagement, and productivity
- Growing the team's skills
- Making the team more resilient and capable

Org

- Business growth and expansion
- Lower costs

Outcomes of delegation

Delegates to others	Does it all themselves
Accept they cannot do everything and relinquish control, thus they have time to focus on activities that are more beneficial for the business	Are lost in the day-to-day activities and don't have time for anything else
Take the time to understand what their team members are good at or care about and give them tasks they will excel at, which motivates them	Don't understand their team and how to keep them engaged and motivated
Focus on outcome, not process. They set clear expectations	Micromanage and fail to set clear expectations, leading to confusion and frustration

Some themes

Trust & control

Autonomy vs micromanagement

Delegation does not mean abdication

How?

- I'd like your help with something

- Tell them why them

- Ask for commitment: would you please take responsibility for this?

- If they say no, ask what concerns they might have, and talk through their objections

- End with...
    - defining deadline, expected quality, and reporting (follow up)
    - what do you need from me? (resources)

Don't delegate work...

- When there isn't sufficient time for a proper handover
- When people do not have the required skills/training/resources needed and if there is no time to teach them those skills
- When the task involves sensitive or confidential information
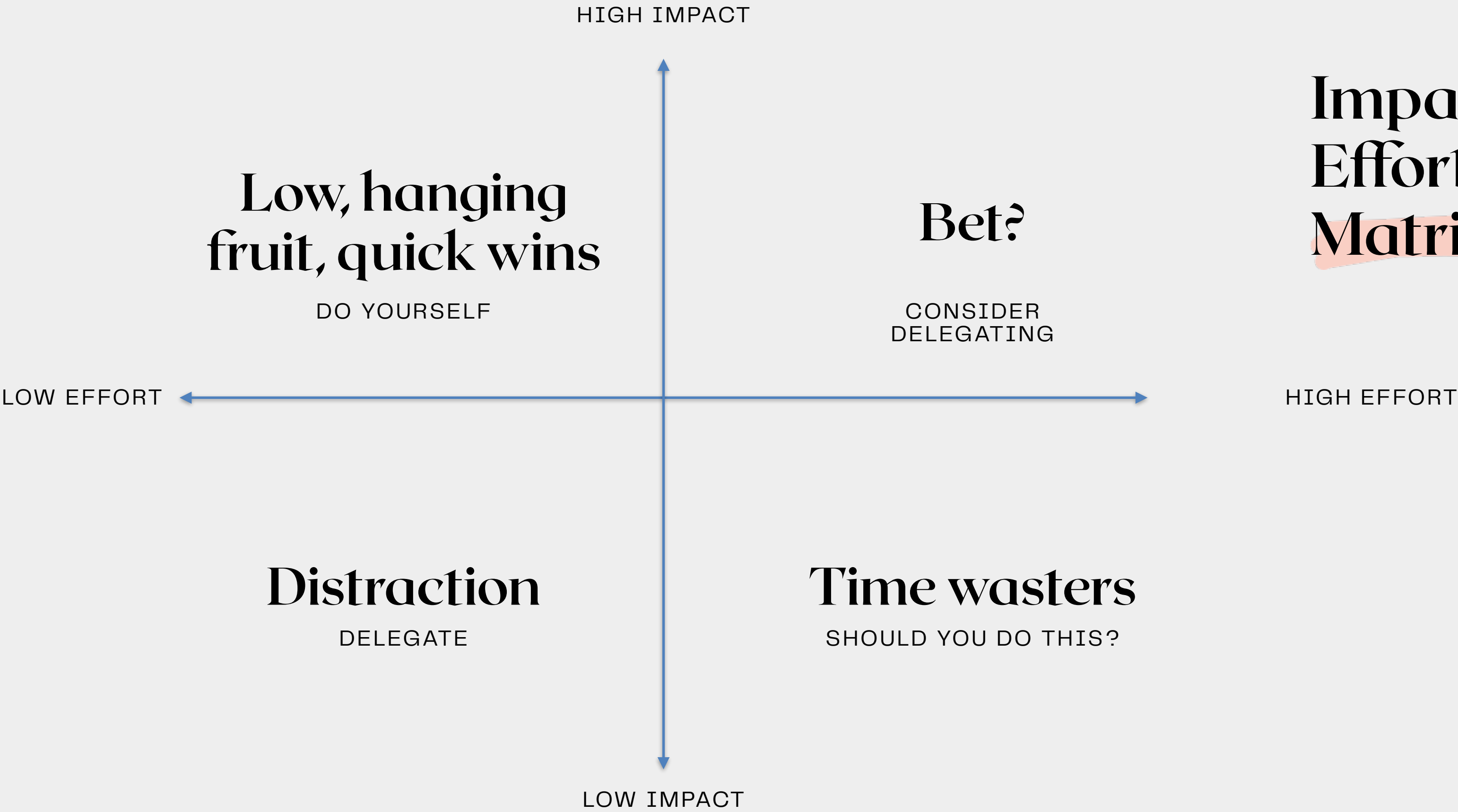
What to delegate?

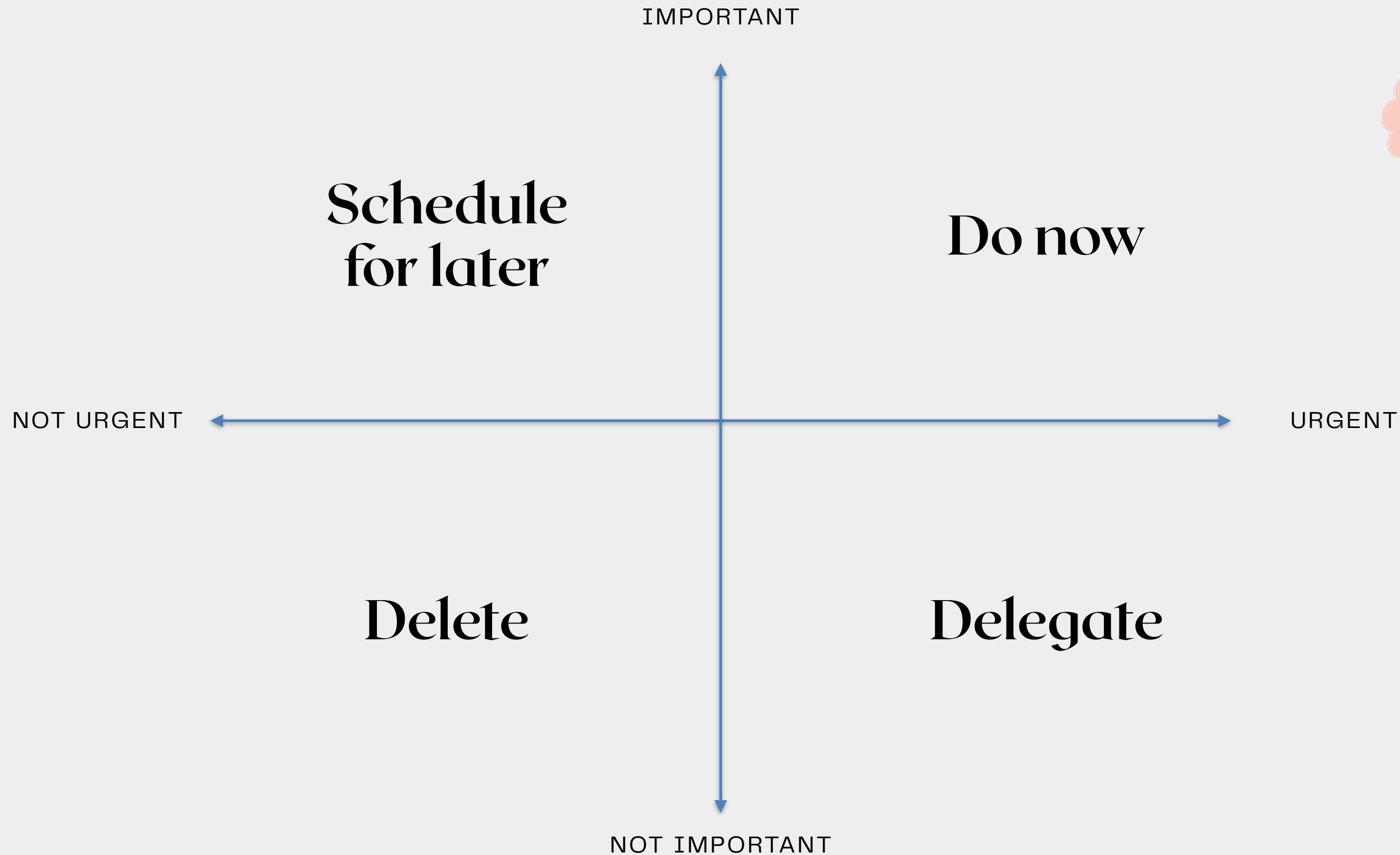You are comfortable with a task

What to delegate?
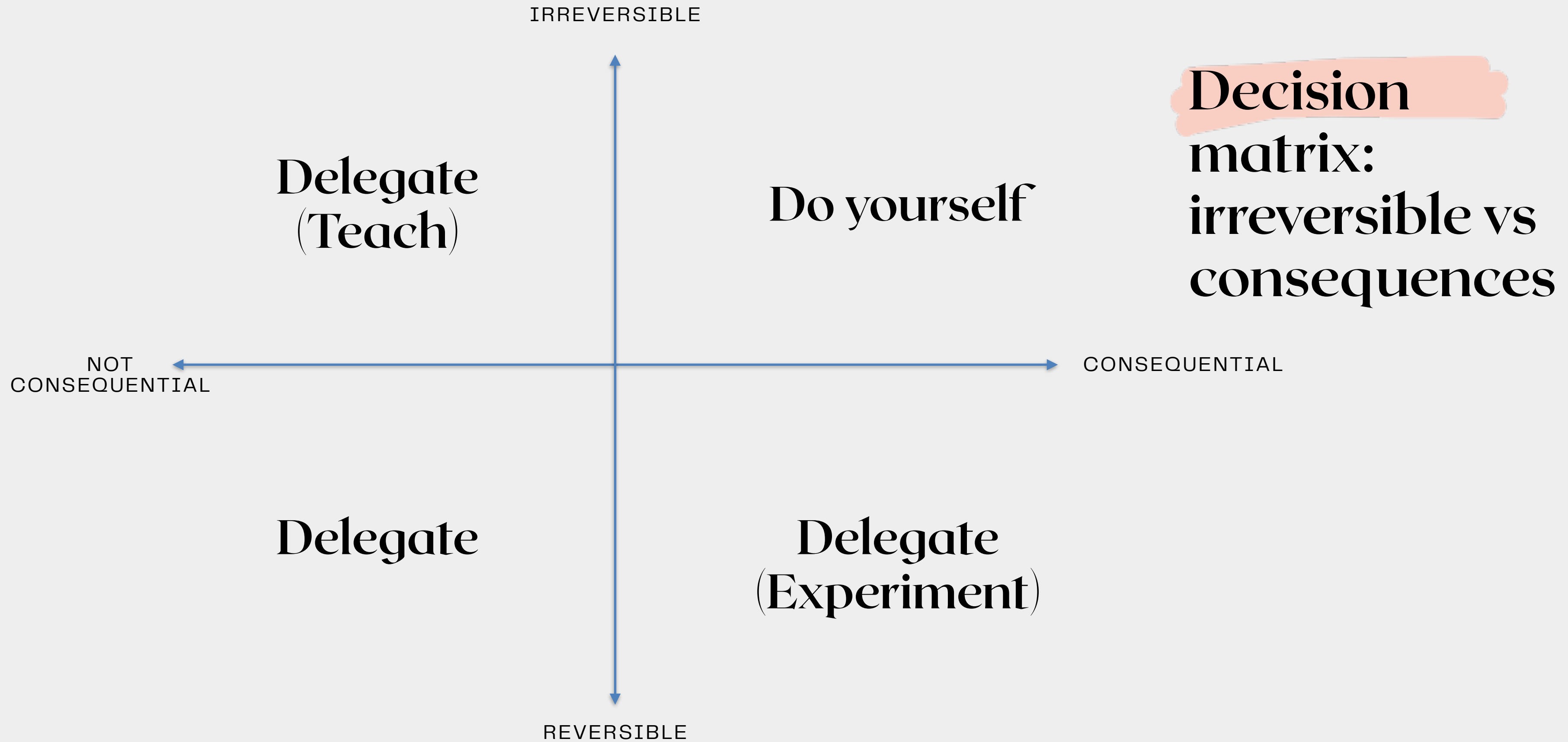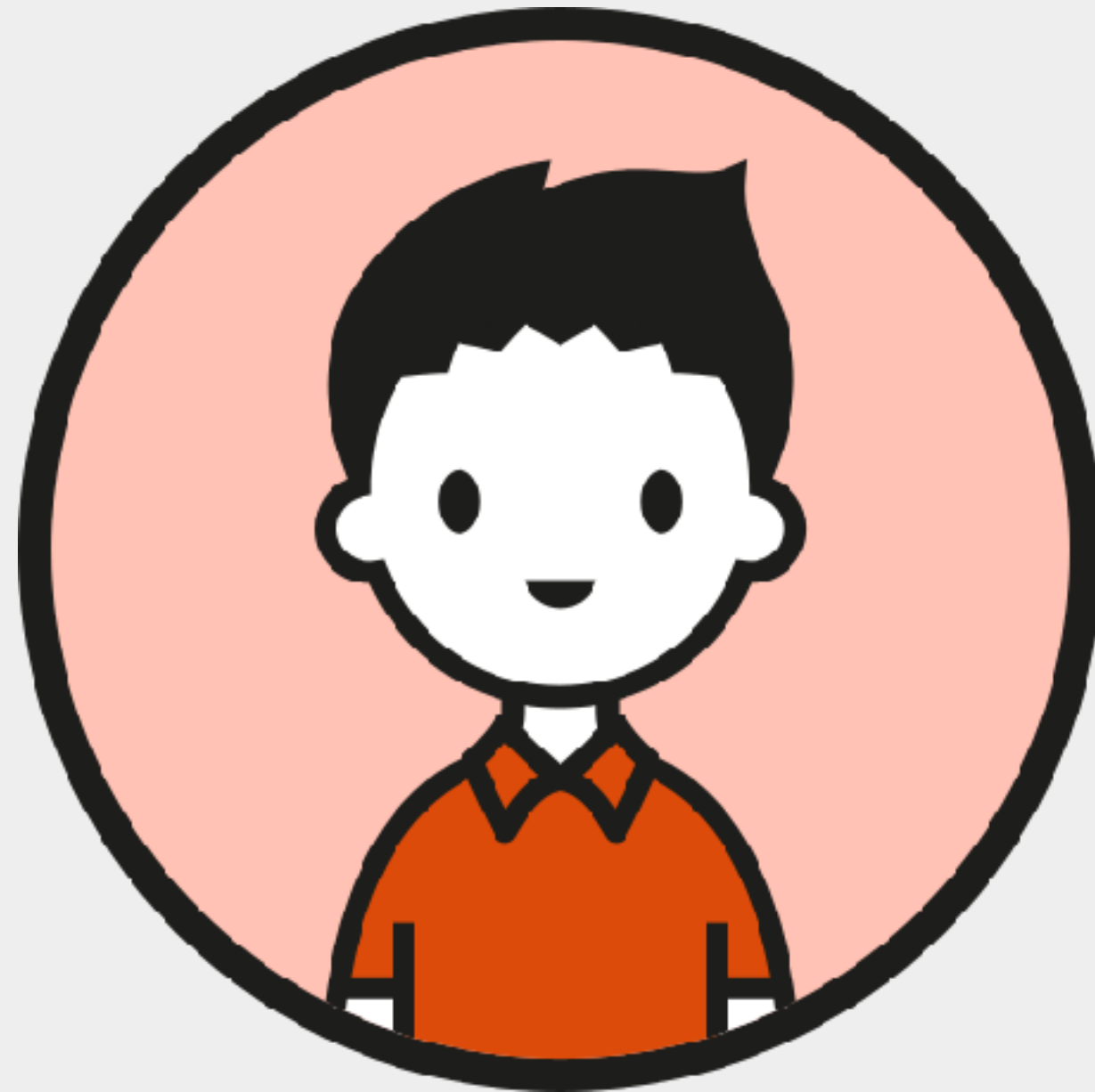
Someone who could do the work better

HIGH IMPACT

Low, hanging fruit, quick wins

DO YOURSELF

Bet?

CONSIDER
DELEGATING

Impact vs Effort Matrix

LOW EFFORT

HIGH EFFORT

Distraction

DELEGATE

Time wasters

SHOULD YOU DO THIS?

LOW IMPACT

IMPORTANT

Schedule
for later

Do now

Eisenhower
Matrix:
urgent vs
important

NOT URGENT

URGENT

Delete

Delegate

NOT IMPORTANT

Decision matrix: irreversible vs consequences

IRREVERSIBLE

Delegate (Teach)

Do yourself

NOT CONSEQUENTIAL — CONSEQUENTIAL

Delegate

Delegate (Experiment)

REVERSIBLE

Ref: https://fs.blog/decision-matrix/
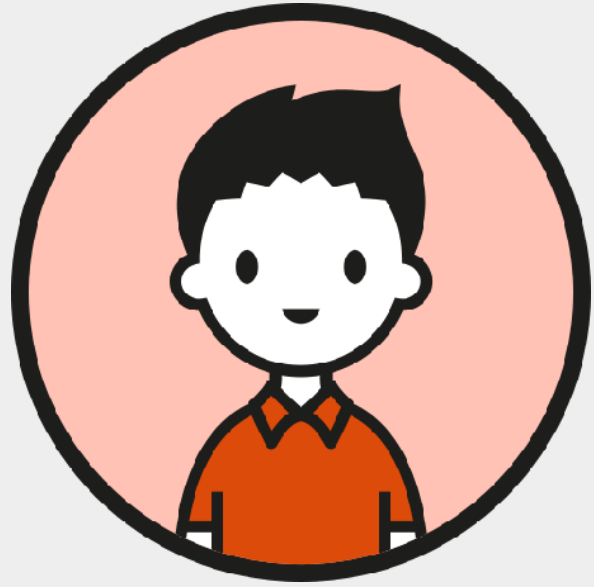
Going back to Jack

I'd like your help on something.

I am coming to you for the following reasons...

Would you please take over this project?

"Here's what's involved...

Agree on DQR: Deadline/Quality/Reporting

What else do you need from me?

Delegation really is about learning how to lead, without being in control

If you want to do a few small things right, do them yourself. If you want to do **great things** and make a big impact, learn to delegate.

John C. Maxwell, author of Developing the Leaders Around You