



Delegation Is a Process, Not an Event

(although it is presented below as linear, each phase will be revisited along the way)

Target

- What project/task am I delegating?
- By when does it need to be completed?
- Who is best person for project/task?
Consider:
 - Skills, experience
 - Bandwidth
 - Professional growth/stretch assignment
 - Known motivators for engagement
 - Diversity
 - Unique project/task

Educate

- Provide context
 - Goal of project/task
 - OKR/KPI it supports
 - Why you selected them
- Align on expectations & measures of success
 - Timeline
 - Milestones
 - Definition of “done”
 - Communication cadence
- Discuss resources
 - Existing SOPs
 - Relevant examples
 - People
 - Budget

Authorize

- Define roles & responsibilities
- What individual level of authority* does each have?
 - Research only
 - Recommend
 - Keep informed & do it
 - Some decision-making
 - Budget threshold
 - Full authority

* *Responsibility without authority is disempowering and meaningless.*

Coach

- Regular check ins and feedback
- Encouragement
- Help them plan and brainstorm ideas
- Remove obstacles when needed
- Adjust as needed
- Let go and let them!

Hooray!*

- Recognition & appreciation
- Celebration
 - Small wins along the way
 - Success when complete
- Debrief
 - What worked?
 - What did we learn?
 - What might we have done differently?
- Feedforward - what's next?