

SCOTT DRAKE'S 12-STRATEGY DELEGATION™

Delegation is a make-or-break skill for managers and leaders at all levels. Those who do it well are more productive, have engaged teams, and are free to focus on higher-value activities. Those who delegate poorly become bottlenecks for decisions, demotivate teammates, and waste time working below their pay grade.

Use this grid to identify the best delegation strategy based on what you're delegating and the level of trust you have in the person you're delegating to.

	Task	Problem	Management
Low Trust	Show them how to do it	Ask them to research and report back	Give detailed plans
Medium Trust	Let them do it, but observe, coach, correct	Ask them to research and make a recommendation	Give boundaries and scope, ask for plans
High Trust	Ask them to do it, report back	Ask them to decide and share decision criteria	Give management control
Total Trust	Ask them to do it, no need to report back	Ask them to decide and do, no need to report back	Make them fully accountable

LEVELS OF DELEGATION

- **Task:** Specific actions or steps within a larger initiative or ongoing concern. Trainable systems exist. How to do it is known.
- **Problem:** Specific challenges to resolve. May not know the desired outcome, standards, or tradeoffs when delegating. How to do it must be learned.
- **Management Responsibility:** Ownership for the successful management, decision-making, and outcomes related to a project or ongoing concern.

LEVELS OF TRUST

- **Low:** Past performance was poor, or new relationship/task for person with no external proof.
- **Medium:** Past performance was acceptable, or new relationship/task with external proof.
- **High:** Past performance is consistently high.
- **Total:** Past performance consistently exceeds expectations.

TRUST ADJUSTMENTS

- + Give more trust in areas where you lack expertise.
- Give less trust in areas you deem as high risk.

Get a tailored leadership development plan with weekly, hands-on assignments, so you always know what to work on next.

Learn more at: <https://www.leadershipmadereal.com>

SEVEN STEPS FOR DELEGATION

STEP 1: ANSWER THREE QUESTIONS

What am I delegating? What is my level of know-how? What is the risk?

STEP 2: CHOOSE WHO TO DELEGATE TO

Pick the right person for this assignment.

STEP 3: CHOOSE A DELEGATION STRATEGY

Use this grid to select one of 12 strategies and document assignment.

STEP 4: DELEGATE

Make the assignment and provide clear instructions.

STEP 5: NEGOTIATE

Discuss expectations and reach an agreement.

STEP 6: CHECK IN

Track progress and give support.

STEP 7: GIVE AND GET FEEDBACK

Celebrate. Learn what to do better next time.

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