

TOOL

The Delegation Map

Curated by Simon De Los Rios

WHO IS THIS FOR

This tool is for managers who are overloaded because they cannot let go of work that is no longer theirs to do.

PAIN

Holding onto tasks out of fear the team is not ready, or the belief that it will be faster alone, until there is no time left to lead.

SOLVES

Gives you a clear way to decide what to hand off, to whom, and how to let go of it without disappearing from it entirely.

TOPIC

BUSINESS & ENTREPRENEURSHIP

READ TIME
2 minutes

TIME REQUIRED
20 min

WHAT YOU NEED
notebook, pen, your task list

Step 1: List what is on your plate

Write down everything you are personally doing in a typical week. Include the things that feel too small to count.

- Which of these would someone notice if I stopped doing them?

Step 2: Sort by ownership, not comfort

For each task, ask whether it needs your specific judgment, or whether it only feels that way because you have always done it.

- Am I holding onto this because I am the best person for it, or because handing it off feels uncomfortable?

Step 3: Match tasks to people

For each task you could hand off, name the person best placed to take it, and what they would need from you to do it well, context, authority, or a first attempt with feedback.

- What is the smallest amount of support that would let this person succeed without me?

Step 4: Hand it off out loud

Pick one task and delegate it this week. Be explicit about what success looks like, and resist stepping back in for at least two weeks.

- What am I afraid will go wrong if I am not the one doing this?

Example. Joe led a team of twelve and personally reviewed every proposal that left his department before it reached a client, a habit from when the team was half the size. It cost him six hours a week and left his best people waiting on his calendar instead of building their own judgment. He picked his most experienced report and handed her the review process, with one condition, she would flag anything she was unsure about, but everything else moved without him. The first week felt uncomfortable. By the third week, the team was moving faster, and Joe had six hours back to spend on the parts of the job only he could do.

BEFORE YOU CLOSE THIS

Delegation is not about doing less. It is about making sure the right things get your attention, and the right people get your trust.

CONTINUE WITH

The Feedback Framework, once your team is doing more without you, direct feedback is what helps them keep improving.

Curated by: Simon De Los Rios

Source: SDLR (original)

WWW.SIMONDELOSRIOS.COM