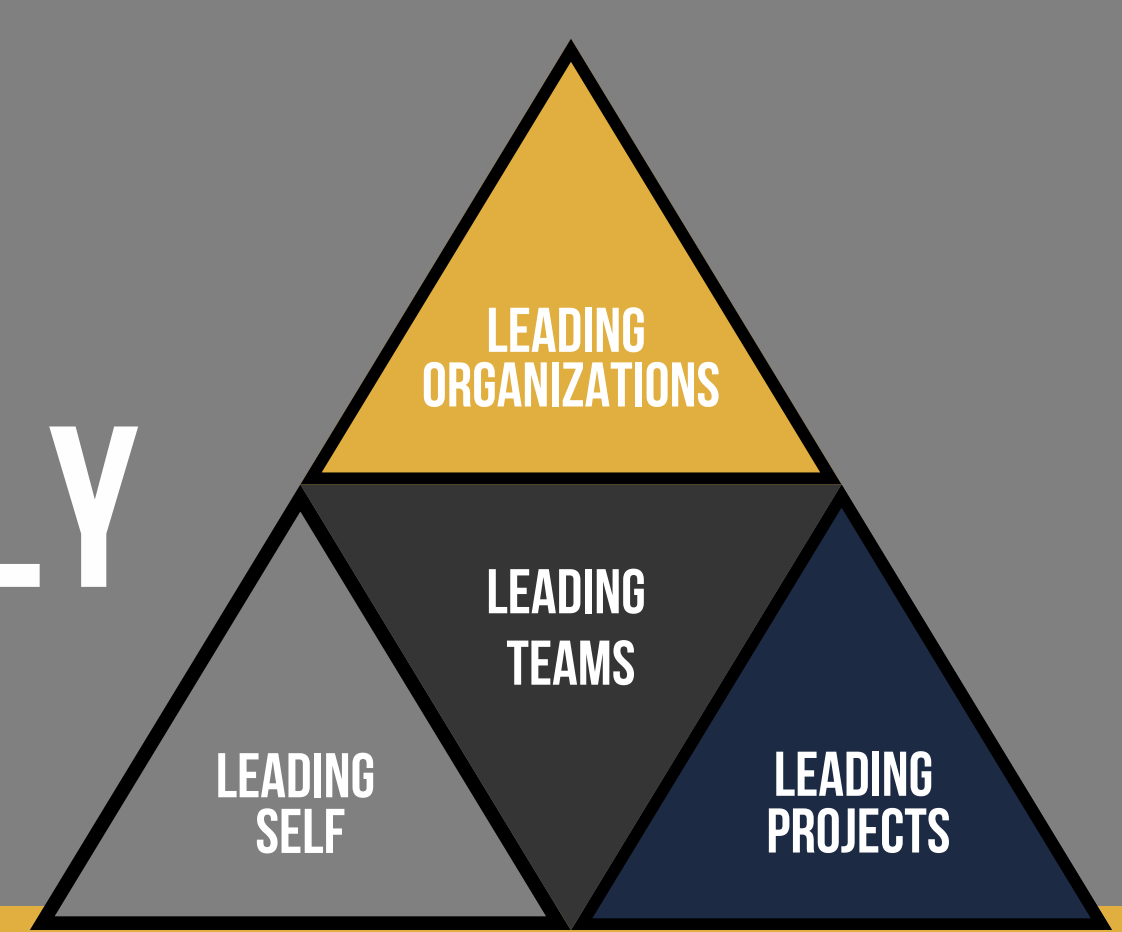


# THE LEADER'S GUIDE TO DELEGATING CLEARLY

A PRACTICAL SYSTEM FOR LEADERS



## DELEGATION =

TRANSFER OF OUTCOMES + AUTHORITY + SUPPORT

### THINGS TO FOCUS ON AND REMEMBER WHILE DELEGATING...

#### OUTCOMES OVER ACTIVITIES

Activity can look busy while producing little value. Outcomes describe what success changes in the world: behavior, reliability, margin, or time to value.

#### DECISION RIGHTS

Authority is the ability to choose among options without waiting. Many handoffs fail because authority remains implicit or too narrow.

#### SUPPORT

Delegation is not abdication. You remain responsible for the system. Support means access to context, people, budget, and feedback loops.

#### CLARITY OVER SPEED

When you're busy, it's tempting to toss work over the fence—resist it and spend ten minutes writing a clear delegation document.

#### PUBLIC CLARITY CREATES SHARED MEMORY

When the delegated work is written and visible, newcomers understand decisions without a meeting, and dependencies are resolved with less friction.

### REPEATABLE SYSTEMS FOR CLEAR DELEGATION

#### CONTEXT

Opening with context reduces rework because people can make trade-offs aligned to purpose. The level clarifies who decides and when to involve you. Definition of Done makes quality explicit. Authority and support prevent resource starvation. Rhythm keeps learning and course-correcting cheap.

#### AUTHORITY & SUPPORT

Provide information about the level of authority the person will have. What access and authority over resources are they empowered to use? What level of support are you providing to the individual?

#### LEVEL OF DECISION

- Pick one per delegation.
- 1) Tell me and I decide.
  - 2) Propose and we decide together.
  - 3) Decide, then inform me.
  - 4) Decide within bounds.
  - 5) You set bounds and decide.

Start where risk is manageable, then move up the ladder as task-relevant maturity grows.

#### RHYTHM

Use a short template: status vs measures, what changed, decisions made, top risks, help needed, next milestone. Keep it to 15–20 minutes. Praise progress with specifics. When off-track, coach with curiosity first, then adjust scope, time, or support.

#### END STATE

"I want to delegate the outcome of X. Here is the context and why it matters now. Success looks like Y by date Z. You are at level 3 on the decision ladder –decide, then inform me – except for W, which is level 2. You have access to A and B, and a budget cap of \$. We will review Wednesdays at 2pm for 20 minutes. What do you need from me to start?"



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