

HOW TO DELEGATE CHEAT SHEET

FOUR STEPS TO DELEGATING WELL

1. Be clear on which tasks you should be delegating

- ✓ What gives you energy and what drains you?
- ✓ Delegate tasks that:
 - ✓ You don't love doing and are bad at
 - ✓ You don't love doing and are good at
- ✓ Keep doing:
 - ✓ High return tasks
 - ✓ Tasks that make you feel strong and energized

2. Choose the right person for the task

- ✓ Make sure they are a fit for the task
- ✓ Make sure they have the capacity to take on more work
- ✓ Make sure they have the greatest number of relevant skills required to get the job done

3. Give instructions and define results

- ✓ Be clear on what you are expecting to get done and on what defines success
- ✓ Use these four simple delegation steps:
 1. You watch me do the task and I'll explain what I'm doing
 2. We'll complete the task together
 3. You do the task and I'll watch while you explain to me what you're doing
 4. You do the task and come to me if you have questions

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4. Set up a clear feedback loop

- ✓ What gives you energy and what drains you?
- ✓ For you:
 - ✓ Be ready with honest feedback that is honest, kind and forward-focused
 - ✓ Thank and praise when warranted
 - ✓ Don't hesitate to give constructive criticism
- ✓ For them:
 - ✓ Ask them how you're doing in delegation
 - ✓ Are they receiving enough information, coaching and resources?
 - ✓ How could the process work better?
 - ✓ Any other EBI's from their perspective?

FOUR STEPS TO DELEGATING WELL

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| 1. You watch me while I do the task | 3. I watch while you do the task |
| 2. We do the task together | 4. You do the task and report back to me if you have any questions |

MASTER TIPS

1. **Change your thinking.** Your reasons for not delegating are holding you back in your career.
2. **Expect AND inspect,** don't set the person up to fail.
3. **Be patient.** The person is not going to do it as well as you at first. Remember how long it took you to master the skill. Start with people where they are, not where you wish they were.
4. **Explain why you're delegating.** Help the person you're delegating to see that this is an opportunity for them to grow and learn new skills.
5. **Don't micromanage.** Sometimes we learn by making mistakes.
6. **Say thanks when deserved.**

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