

Scott Stein

# DELEGATION HACKS RESOURCE BY SCOTT STEIN

LEADERSHIP  
*HACKS*

# DELEGATION HACKS RESOURCE

Everyone knows that a leader can't possibly complete all the tasks required by their department themselves, but this doesn't stop many from trying. A Harvard Business Review study titled 'Why aren't you delegating?' found that almost 50% of the companies surveyed were concerned about their employees' delegation skills and most of them didn't offer training on how to delegate.

Too often we don't delegate to others. We falsely believe that we can do a task more quickly ourselves, rather than taking the time to explain to our staff what they want done. Whilst this may be true at first, if a task needs to be repeated then the loss of time adds up quickly and too often a leader is losing time doing tasks that are below their pay grade.



## What Stops Your From Delegating?

According to a Fast Company article by Carson Tate, the most common obstacle to delegating is psychological - the need to do everything yourself. This can occur when a new leader is starting with staff and they are struggling to shift from doing to delegating or when an experienced leader is a perfectionist and doesn't trust their people to get the task done the right way.

The most common mistake a leader makes when delegating is they delegate the wrong way. They often just tell a staff member to do something without providing any context or information around expectations or how they want it completed. The result is that the task is not completed to the level that is required or in the timeframe needed and the leader stops delegating. The unfortunate by-product of this situation is that after a while staff are not being developed and they realise that with a little bit of pushback their manager will do it themselves. After a while the leader also starts to get frustrated because of the increased workload.



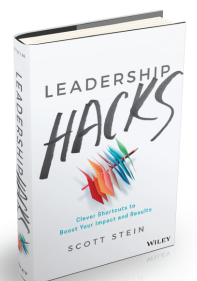
# DELEGATION HACK: THE 4 LEVELS OF DELEGATION

Page 4

There are 4 levels of Delegation as shown in the Delegation Model.



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# DELEGATION HACK: THE 4 LEVELS OF DELEGATION

## Level 1: Do it Yourself

Level 1 delegation is about delegating the task to yourself as the leader, which at its core is not delegating the task at all. We looked at the problems with this earlier.

## Level 2: Map it together, do it and check in

In Level 2 delegation you start by asking a person that you want to delegate a task to help brainstorm some ideas together. A simple way to delegate is to start by sharing the task and working with your direct report to create a one page plan together. You start by asking your staff member what steps they believe need to be taken to accomplish the task (resist the temptation to tell them!) As they share ideas you capture them down in writing as a mind map. This allows both of you to see what the ideas are that are making up the actions to be taken to complete the task. Once the staff member starts sharing ideas, you can also contribute and guide them toward the best solution.

After identifying the specific steps to be taken, you can next ask your staff what order they think the steps should be taken and coach them on the best sequence and the reasons why. Write this down next to each activity to make it easier to remember later. By taking this approach this changes the entire dynamic of the relationship—it increases trust and creates a sense of engagement that is lacking in many workplaces.

For larger tasks during this planning conversation you can also ask your staff member to identify a couple of check-in meetings at a number of the steps to see if there is anything else you can do to assist your staff member as well as ensure that they are still on track. Remember to take a photo of the plan on a digital device as a record of the agreed plan for future reference.

A stylized, handwritten signature in orange ink that reads "Scott Stein". The signature is fluid and cursive, with a long horizontal line extending from the end of the name.

# DELEGATION HACK: THE 4 LEVELS OF DELEGATION

Page 6

## Level 3: Map it, show you, do it and check in

This level of delegation is often a natural progression for you to use after you have been working at Level 2 with a specific individual. Rather than facilitating the plan together, you ask them to map the actions on their own. They still use a piece of paper, whiteboard or tablet, however they take the time to map out what they understand to be the actions, the sequence and a time frame that they can work to.

Once they have mapped this, they show you their plan which gives you a chance to add any new aspects or provide further guidance if needed. This also ensures that both people are across the plan and working together, however the focus is on the trust that your staff member has the ability to problem solve a specific task, just checking with you just in case.

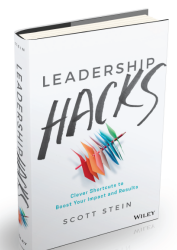


## Level 4: Do it, show me

This is the highest level of delegation (and usually where most leaders start and fail because they attempt this level too early). If you train someone at Level 2, then they develop to Level 3, it makes an easy transition to Level 4. More importantly at this level you will be familiar with how they are planning and solving tasks and less concerned about their ability to identify, map, sequence and execute on a task. When staff get to level 4 your life becomes easier—and the trust between both of you will be stronger than ever.

By hacking the way you work one-on-one with your people, you can delegate in a way that empowers your people, lifts performance and saves time.

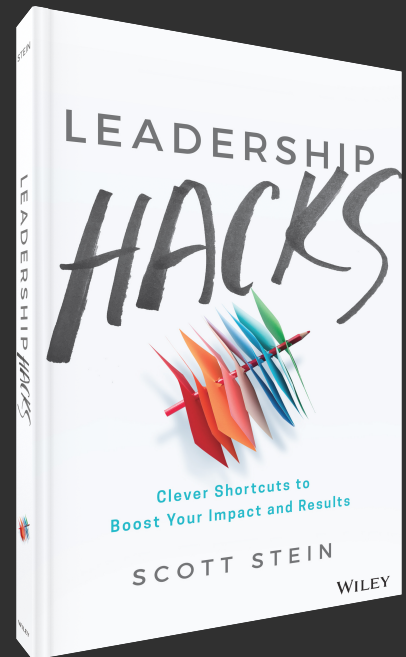
*Scott Stein*



## Scott Stein, Author -Speaker -Advisor

Scott Stein has helped thousands of leaders around the world. As author of Leadership Hacks: Clever Strategies to Boost Your Impact and Results, he is considered the global authority on implementing fast track leadership strategies that get results.

Scott is a highly sought after international speaker and expert on leadership and influence who helps many of the world's best-known brands to mobilise their leaders and their people including American Express, McDonalds, City of Sydney and Habitat for Humanity.



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