

Delegation Without the Drama

Why Delegation Matters

When moving into Management, we have to learn to let go of tasks we've become so dang good at doing - they are no longer part of our new role, and letting go of what we know is hard! But think about your own career, you have built the skills you have now but taking on different tasks, likely ones your leader delegated to you....

Delegation isn't about dumping tasks. It's about sharing ownership so your team can grow, and you can focus on high-impact work.

When done well, delegation:

- Develops future leaders
- Builds trust + skill in your team
- Prevents burnout (yours + theirs)
- Ensures the right people are doing the right work

Signs You Need to Delegate

Managers and leaders often burn through their work, keeping up appearances and not recognizing the signs encouraging them to delegate. Your signs might be personal to you, but here are a few that have been common across my experience with over 250+ people leaders:

- You're the blocker on projects - that's a hard pill to swallow!
- Your team feels underused or unclear
- You're constantly in the weeds or firefighting
- You're spending time on things others could do 80% as well



What to Delegate (+ What Not To)

Like with any new skill, you need to build the muscle so that it becomes natural. The tough part of delegation is knowing what to delegate, and what not to. As you become more at ease with delegating you will instinctively know what to delegate, but here is a good place to start:

Good to Delegate:

- Repeatable tasks and processes
- Decisions where context can be shared
- Tasks where someone can learn or grow
- Projects aligned to team development goals

Avoid Delegating:

- Work that only you are accountable for
- Critical team-wide performance conversations
- Tasks requiring confidential or sensitive judgement

Before You Delegate

Before you get going - get clear on what is being delegated and why....

- **Define the outcome.** What does success look like?
- **Pick the right person.** Who has capacity and context?
- **Clarify the level.** Use the framework above.
- **Discuss support.** What resources or check-ins are needed?

Set a timeline. When are updates, reviews, and deadlines?



Picking the Right Person - The Delegation Framework:

As we know, delegating is not just dumping work down and walking away, who you delegate to will depend on HOW you delegate. Not everyone is skilled or knowledgeable enough for you to “*dump and run*”. Some people might need more support with a new task in order to complete the task successfully

Before delegating a task to someone, ask yourself, “what is their level of delegation acceptance and how do I need to delegate to them”?

1. Do **exactly what I say**

- Tactical handoff with clear instructions and no decision-making.

2. **Research, then report back**

- You explore then I decide.

3. **Research, recommend, then we decide together**

- Collaborative decision-making.

4. **Decide, then tell me what you did**

- Autonomous, with updates.

5. **Own it entirely**

- You make decisions and deliver outcomes.

By identifying how YOU need to delegate, you will be able to set clear expectations and increase the chance of the work being done correctly, 10 fold while building confidence in their skills/knowledge and your willingness to let go of work you were once good at.



Conversation Starters for Delegating.

Now you know what and who, time for the actual conversation... Here are some easy conversation starters when you are ready to have the conversation:

- "I'd like to hand this over to you because I think it's a great opportunity for [X]."
- "Here's what success looks like—how would you approach it?"
- "What support would be most helpful as you take this on?"
- "Let's agree how we'll check in, and when."

During the Delegation

Once you have delegated, and set clear expectations, there are habits you can create while the work is being done:

- **Let go of perfection.** 80% their way is better than 100% your way.
- **Check in, don't micromanage.** Ask, "*How can I support you?*"
- **Give feedback.** Reinforce what went well, and what could improve.

Remember, the purpose of delegation is to up-skill the team so that YOU can focus on the important stuff in your role.

After the Delegation

Ouuf, if you're this far in the process, Well Done. It's not easy letting go + trusting others to do work you were once responsible for; But the work is not over, take the chance to reflect on the process and the work completed:

Reflect together:

- What worked?
- What was challenging?
- What would we change next time?



Celebrate the handover! Highlight wins and ownership, and remember their willingness and capability to accept delegation could form part of their overall career development conversation!

Final Thought:

Delegation is a leadership multiplier. When you delegate with clarity, context, and care, you don't just get more done—you help others rise.

Use this guide to delegate with intention, and watch your team grow.

READY TO MAKE DELEGATING EASY?

Delegating can feel like a lot of pressure, but with the right approach, it doesn't have to be difficult.

Want to get better at delegating?

Let's connect for a no-obligation coaching chat.

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