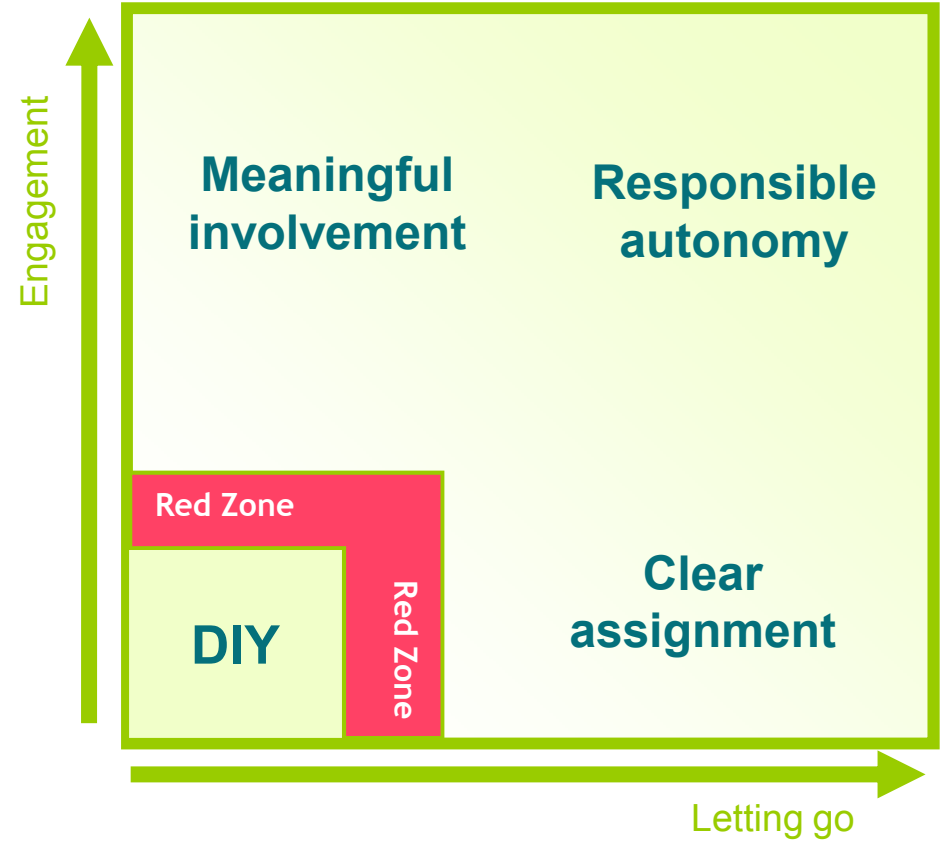


The 7 Ds of delegation

Define	What's the question I'm trying to answer?
Develop	Who can help me come up with ideas and generate options?
Discuss	Who should I involve in talking through and evaluating these ideas?
Decide	Who needs to be part of the decision-making?
Do	Who is best-placed to do the work?
Direct	How much oversight is needed when the work is being carried out?
Debrief	Who can provide feedback to review how things have gone?



The art of delegation

DIY

Doing the work yourself where there is no alternative capacity or where risks/confidentiality dictate a limited role for others

Clear assignment

Providing effective direction to others in tasking a specific piece of work based on decisions already taken. Ideally there will still be scope for them to shape the detail of how they deliver the work day-to-day

Meaningful involvement

Retaining the ultimate decision but seeking the input of others in developing and discussing ideas in a way that they can see their contributions count.

Responsible Autonomy

Allowing others to take full responsibility for tackling the work (generating ideas, deciding and doing). Providing a framework for them to be accountable in this and ensuring they have the capacity and coaching to succeed

Red zone

To be avoided! Micro-managing others or re-doing people's work rather than coaching them to improve