

The 6Ds of Delegation

- questions to ask

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

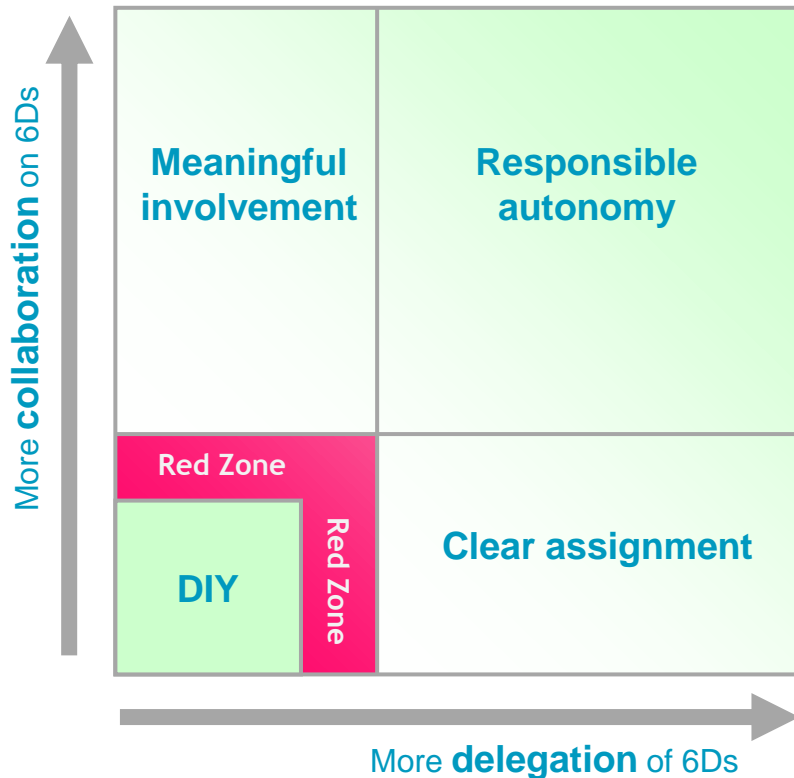
Who is best-placed to do the work?

Debrief

Who can provide feedback to review how things have gone?

The 6Ds of Delegation

- choices on ways of working



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.