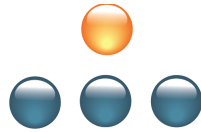




Shownotes

How To Choose What To Delegate



[Blog Post]

This guidance describes how to choose what to delegate using a simple Venn Diagram – the intersection between the direct, the manager, and the organization.

[Cast]

We were recently with a CEO client who had used our guidance on what to delegate pretty effectively. She had reproduced our Juggling Koan diagram, and asked her directs to fill it out with their big and small balls of responsibility. In addition to that, she had noted below the diagram our questions from our guidance on delegation: *what the direct is good at, what the direct needs, and what the direct wants.*

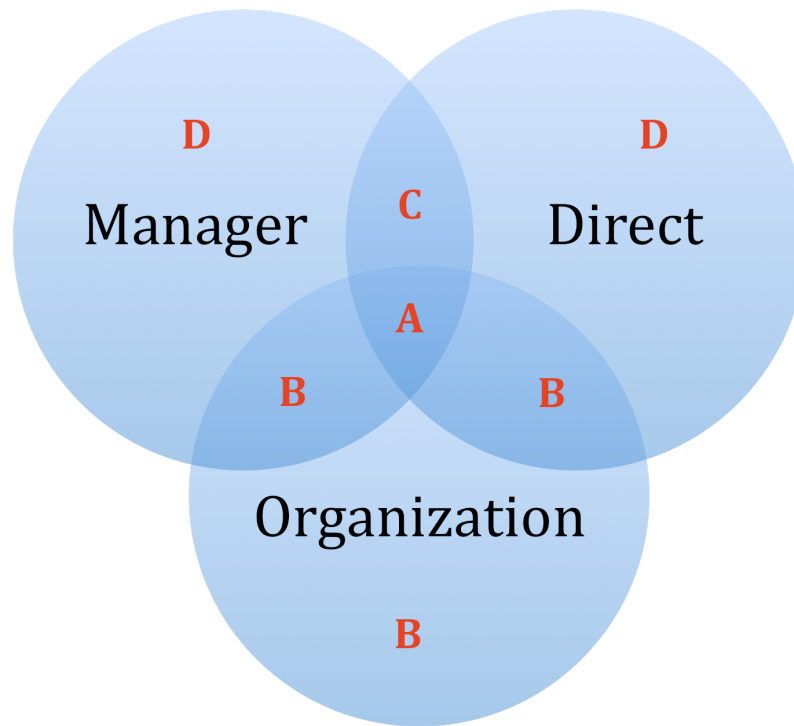
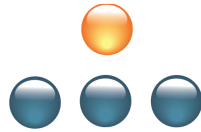
We were impressed that she was working so hard to develop her top team. This is what effective executives do – follow through in detail to ensure that the organization continues growing after they're gone.

And, yet, when we talk with managers and executives about our guidance, many ask, *what about what I think my team needs, and what about what the organization might suggest based on their career path?* This cast expands upon our previous guidance.

1. The Venn Diagram Of How To Choose What To Delegate
2. The Organization Comes First
3. When All Three Agree, That's the Sweet Spot
4. Without Organization Guidance, Seek Agreement

1. The Venn Diagram Of How To Choose What To Delegate. The diagram really explains it all. It's a classic three circle Venn Diagram, all of which overlap. The three circles represent you the Manager, your Direct, and your organization. In our written guidance, you'll see a graphic that makes it easy to follow our guidance. We've graded each part of the diagram, with an A representing the best choice, and D's representing our weakest recommendation.

2. The Organization Comes First. You'll note that all of the A's and B's are in the Organization's circle. In fact, every part of the organization's circle is a B, except the one area where all three circles intersect in the dead middle. At first, it would appear that the main guidance here is that we ought to shoot for

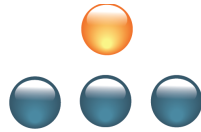


agreement between what you the manager wants, what your direct wants, and what the organization wants. But that's only a really nice benefit when the stars all align. The real lesson of delegation is to ask, **what does the organization most need** from this particular direct? That's why every part of the organization circle is a B.

3. When All Three Agree, That's the Sweet Spot. Yes, that magic sweet spot IS ranked higher. When all three agree, that's what we want to delegate. But most managers in our experience see that as meaning agreement is what's important. But it's not. What it really says is that if you and your direct *agree with the organization*, that's great. But what's important is what the organization needs.

So, if the sweet spot exists, go there. You get an A. If not, choose what the organization needs – that's a B. It's a B even if the direct wants it and you don't.

4. Without Organization Guidance, Seek Agreement. To some degree, this is where it gets interesting. What if you work at a smaller organization, where there is no org guidance on how someone might develop? Or maybe your firm just doesn't have any development guidance.



Rather than eliminating the organization's circle, we recommend eliminating the manager's circle.
Without organization guidance, you as the manager represent the organization's needs. It really doesn't change things noticeably. It tells us, what you want comes before what your direct wants.

Wrap Up:

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2. The Organization Comes First
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4. Without Organization Guidance, Seek Agreement