

Delegation helps you to do more. When delegation is done well it can also be a way to develop others and benefit from the perspective that different people can bring.

But delegation often feels difficult and it can be easy to get wrong. Reflecting on what gets in the way can help you to adapt your approach to make it easier to do and more effective for everyone involved.

Ideas for action



1. Don't delegate the how...

Do delegate the why

Being too detailed about how something should be done can feel demotivating to others. Instead try:

- Being clear about what needs to be delivered and when creates direction and leaves room for ownership with the how.

If you're being delegated to:

- Ask for clarity on the what and the when: "what matters most and when do you need me to do that by?"

2. Don't delegate and disappear...

Do agree what support looks like

Delegating without checking in can leave people confused or stuck. Instead, agree together what support looks like - up front and along the way:

- "What support would help you do this well? Let's agree how we'll check in."

If you're being delegated to and need support:

- Share progress updates and invite feedback before final delivery.

3. Don't delegate and do it anyway...

Do delegate and share feedback

Taking over can feed confidence gremlins and stop people learning. Instead:

- Give feedback framed as 'What went well/even better if...' to encourage learning.
- If you learn by doing, try making changes together and explain your thinking.

If you're being delegated to:

- Ask for feedback that highlights your strengths and areas to improve.

4. Don't delegate and expect your way...

Do spot what's better because

Delegating isn't "do it my way". It's about valuing others ideas and experience. It might look different or take longer - but it's better because it saved you time or added value. Try:

- Asking yourself, "What's better about how they approached it?"

If you're being delegated to:

- Share how your approach adds value or what's better because of it.

Coach yourself questions

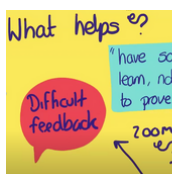
What's my delegation downfall?



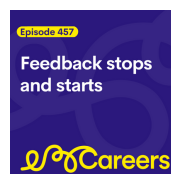
When has someone effectively delegated to me?



Recommended resources



How to have better conversations at work. Watch a replay of our 30 minute PodPlus session with Sarah.



Sarah and Helen explore how to make feedback more impactful in episode **#457** of the Squiggly Career podcast.