How to supercharge a team with delegation

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fyi

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From: cs@techgiants.com
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We really need better dashboards
[9:00]  how's it going?
[10:14]  how's progress?
[11:31]  all ok? can i help?
[11:51]  i've sent you a draft
[12:43]  can i have a check in?
[15:03]  i've added some more to it
[16:43]  can we have a Zoom please?
...
What we'll cover

- **What** delegation is and **how** to do it
- How **individual contributors** can delegate too
- How to deal with losing **control**
Hello
Delegation
Delegation is the transfer of responsibility for a task from you to another person.
But what does that mean?

CEO

CMO  CTO  CFO  CSO
Accountability and responsibility

- Accountability means being **held to account** for the completion and quality.
- **Responsibility** means you are actually doing it.
Delegation is the transfer of responsibility for a task from you to another person. You remain accountable.
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We really need better dashboards
[9:00] how's it going?
[10:14] how's progress?
[11:31] all ok?
[12:43] can i have a check in?
[15:03] is there a PR to look at?
[16:43] can we have a Zoom please?
...

No delegation (you do it)
You show them how to do it
They do it with your guidance
They do it with frequent check-ins
They do it with infrequent check-ins
They tell you when it's done
Full delegation (they do it)

Delegation

Control
You delegate **tasks to people** along the continuum.

You don't just delegate **to people**.
Delegation

Control

No delegation (you do it)  You show them how to do it  They do it with your guidance  They do it with frequent check-ins  They do it with infrequent check-ins  They tell you when it's done  Full delegation (they do it)
Delegation: do

- Delegate
- Delegate to challenge
- Retain just enough control
Delegation: don't

- Abdicate
- Assume people *work the same way as you*
- Steal back control
From the office to the school
What the student does not know

What the student can learn with guidance

(Zone of proximal development)

What the student already knows
Does this look familiar?

Tasks the learner can do unaided

Tasks the learner can do assisted

Tasks the learner cannot do even with assistance

Zone of proximal development

Task difficulty
Delegation

- No delegation (you do it)
- You show them how to do it
- They do it with your guidance
- They do it with frequent check-ins
- They do it with infrequent check-ins
- They tell you when it's done
- Full delegation (they do it)

Control
Delegation as learning

- Each task is a chance for learning and mentorship
- Delegate a task, assign a mentor
- This means ICs can delegate too!
Letting go of control
Good delegation means...

- Increased **team output**
- Increased **experience and skill**
- You can **do more!**
So it also means...

- Reduced *control*
- Increased *worry, stress, anxiety, and more*
Some things are up to us, and some things are not up to us.

— Epictetus (paraphrased)
Dichotomy of control

Things you have control over: worry about the outcome.

Things you have no control over: don't worry about the outcome.
But wait!

A Guide to the Good Life

{the ancient art of stoic joy}

WILLIAM B. IRVINE
Trichotomy of control

Things you have control over: worry about the outcome.

Things you have no control over: don't worry about the outcome.

Things you have some control over: set internal goals and try your best.

— William Irvine
Control: do

- Be comfortable being uncomfortable.
- Delegate.
- Exercise *some* control.
- Try your best.
Control: don't

- Worry unnecessarily.
- Hoard tasks.
- Steal control back.
- Fire and forget.
Your default workload

Flex for planning, emergencies, interruptions, and people that need you

Total capacity
What we've learned

- Delegation
- The Zone of Proximal Development
- The trichotomy of control
- That you too can be a master delegator.
Thanks!

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