

SUCCESSFUL DELEGATION

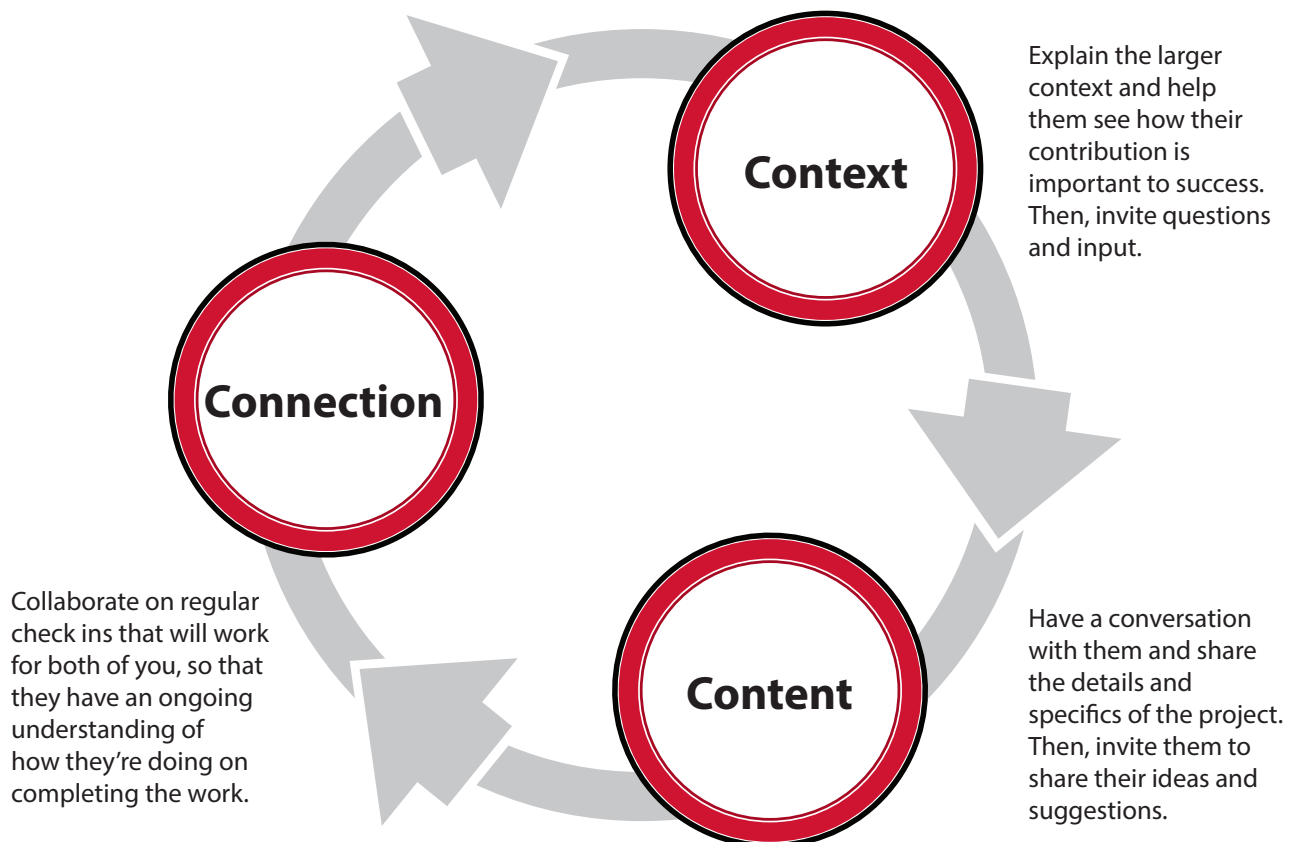
We find that managers regularly struggle with delegation because they believe they should already know how to do it. But in our experience, **delegating is a challenging skill**, one that few of us are taught well.

The key to effective delegation is reciprocal influence. Our definition of leadership is all about reciprocal influence and is also an important foundation for delegation.

**Leadership is the willingness to influence your world,
and the willingness to allow your world to influence you,
regardless of your role or title.**

When you're delegating, **it's important to influence your employee** with the background and details of the project or task. It's just as important to **allow them to influence you** with their thoughts on how they will accomplish it and the resources they'll need.

As you'll see below, influence is important as you provide **Context, Content**, and agree to regular **Connections**, when you're delegating.



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When you're using **reciprocal influence** in your **Context**, **Content**, and **Connection**, you're giving people a combination of guidance and agency that they need to succeed.

When you're delegating, this is how the influence cycle can look:

- **CONTEXT**
 - You influence your employee with the background and details of the project or task. Let them know what you're trying to get done and how it plays into the bigger picture.
 - You explain the ways you see this as a potential growth opportunity for them.
- **CONTENT**
 - You talk through the specifics with them and discuss:
 - what success looks like
 - who they need to work with or get information from
 - what the key specifics are
 - what the time line is for the project
 - what the potential ripple effects could be of it going well or going poorly
 - Throughout these context and content discussions, you allow them to influence you with their thoughts about how they see themselves moving forward successfully.
 - Then you influence them, and they influence you, and so on.
 - You repeat this until you've come to an agreement about how the work will get done.
- **CONNECTIONS**
 - Regular check-in meetings are not a time for you to be questioning them.
 - Instead, your employee should come ready to discuss their successes, their challenges, and their suggestions on how to move forward. They're influencing you.
 - Then, you influence them (if needed) by getting curious about other paths forward.
 - This continues until you reach an agreement.

The ability to delegate well is critical to success as a manager, but it's not simply handing off a task and hoping it will get done. When you put in the time and effort to lean in and influence the other person **AND** allow them to influence you, you'll be creating success **together**.

When done well, **delegation raises up individuals and teams to higher levels of functioning and expertise.**