



Are You Ready to Delegate?

“I’m very good at knowing my strengths, then looking around and saying, ‘Who can take on the other parts of this project?’ It’s been one of the keys to my business growth.”

—U.S.-Based Entrepreneur

According to the entrepreneur classic *The E-Myth*, one of the most critical factors to business growth is delegation: “Work on your business, not in it.”¹ There comes a point in an entrepreneur’s endeavors when it is time to delegate responsibilities to others. So, how do you know you’re at the point to delegate? What do you delegate? How do you delegate?

Delegation Checklist Part 1:

Are you ready to delegate?

Answer “yes” or “no” to each of the following questions.

- _____ Do you recognize that delegating is needed to take the next step with your business?
- _____ Are certain tasks or projects slowed down because you or your team is spread too thin?
- _____ Are you spending your time on administrative tasks?

If you answered yes to all of the above, then it may be time to think about delegation.

Delegation Checklist Part 2:

What do you delegate?

Identify key tasks to delegate in your day-to-day life. What are some things you would most like to get off your plate? What are some tasks that are holding back progress? Are you a bottleneck in your system? List your daily business activities and categorize each task on a scale of 1–10, with 1 being the easiest tasks to delegate and 10 being the hardest tasks to delegate. Put an asterisk (*) by the ones that are “most painful” right now, where you could really use additional help.

#1-10 Key Task to Delegate

_____	_____
_____	_____
_____	_____
_____	_____
_____	_____

Delegation Checklist Part 3:

How do you delegate?

Here are the five items entrepreneurs and experts say are necessary to successfully delegate. Look through the list and note which ones you have covered with a plus (+) and which ones you need to work on with a minus (-).

- _____ **Keep executive-only tasks.** Certain tasks, like firing, long-term business strategies, and communicating with investors, should remain my responsibility.

- _____ **Trust and embrace differences.** My team may not work the same way I do, but can still be entrusted to complete a task.

- _____ **Be aware of your team's strengths and weaknesses.** Not all employees have the same strengths and weaknesses, and tasks should be delegated to those who can do them the best.

- _____ **Be a teacher and follow through.** When I delegate, I offer guidance to ensure proper task completion.

- _____ **Establish clear expectations and communication.** I set reasonable expectations and deadlines to help ensure neither me nor my employees will be surprised by miscommunicated outcomes.

Delegation Checklist Part 4:

How do you plan to delegate?

Next, from your work in Part 2, select the first task you'd like to delegate. Using the items in Part 3 as a guide, create a plan to work through the five musts of delegation.

Task: _____

Answer each of the following questions.

1. Keep executive-only tasks. Is this a task that should remain your responsibility?

2. Trust and embrace differences. Are you ready to embrace the working styles of others for the completion of this task?

3. **Be aware of your team's strengths and weaknesses.** What strengths or skills are best suited for this task?

4. **Be a teacher and follow through.** What guidance can you offer for the proper completion of the task? How will you provide guidance?

5. **Establish clear expectations and communication.** How would you describe the successful completion of this project? How long should this task take to be completed?

Delegation Challenge:
You are not alone.

A study on time management found that close to half of the 332 companies surveyed were concerned about their employees' delegation skills. At the same time, only 28% of those companies offered any training on the topic.²

Conclusion:

Make delegation a guideline. You don't have to do all of the work yourself to have a sense of ownership in it.



REMEMBER:

- Keep executive-only tasks.
- Trust and embrace differences.
- Be aware of your team's strengths and weaknesses.
- Be a teacher and follow through.
- Establish clear expectations and communication.

Follow these simple but important rules to help your company grow beyond only what you yourself can do.

¹Michael E. Gerber, *The E-Myth* (1986).
²Amy Gallo, *Why Aren't You Delegating?* Harvard Business Review (July 26, 2012), <https://hbr.org/2012/07/why-arent-you-delegating> (accessed Dec. 2, 2018).