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Leadership is hard. One of the hardest parts is delegation. How much guidance do you give? When do you do it yourself? When/How to track others' to-do lists? As a young leader, I wish I had a cheat sheet for delegation.

1. First, the biggest delegation mistake I see leaders make: either abdicating or micromanaging.
 - a. Abdicating is when you hand over a task/ responsibility and disappear assuming it's getting done.
 - b. Micromanaging is directing every little thing your report does.Which do you do?
2. Probably both! But that depends on:
 - a. The persons seniority
 - b. their level of skill for a given task
 - c. the situation at hand.
3. The two tools I use to help me do this well are Ladder of Leadership (LL) and Task Relevant Maturity (TRM). Consistently meeting your team where they are and helping them stretch is key. It becomes easier when there is "common language" the whole team can use to signal this to each other.
4. The Ladder of Leadership solves this! Here's how it works:
 - a. When a CEO meets their board, they tell them "here's what I've been doing" and "here's what I'm about to do."
 - b. When an entry level person starts as a waiter, they say "tell me what to do."
 - c. Everyone else sits in between on "rungs" of the ladder.
 - d. For anyone to get promoted as an 'Individual Contributor' they report:
 - i. I've been doing...
 - ii. I just did...
 - iii. I'm about to...
 - iv. I recommend to...
 - v. I think...
 - vi. I see...
 - vii. Tell me what to do...
5. So to review the secrets of delegation:
 - a. Learn and study the LL and TRM
 - b. Make both normal vocab in your org
 - c. For any given task, discuss the persons TRM and agree on where you both want to be on the LL
6. Stretch people by jumping up 2 rungs
7. Make space to calibrate/grow