How to supercharge a team with delegation

(Dr.) James Stanier

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FW: Market share

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fyi

From: cs@techgiants.com

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We really need better dashboards

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```
[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

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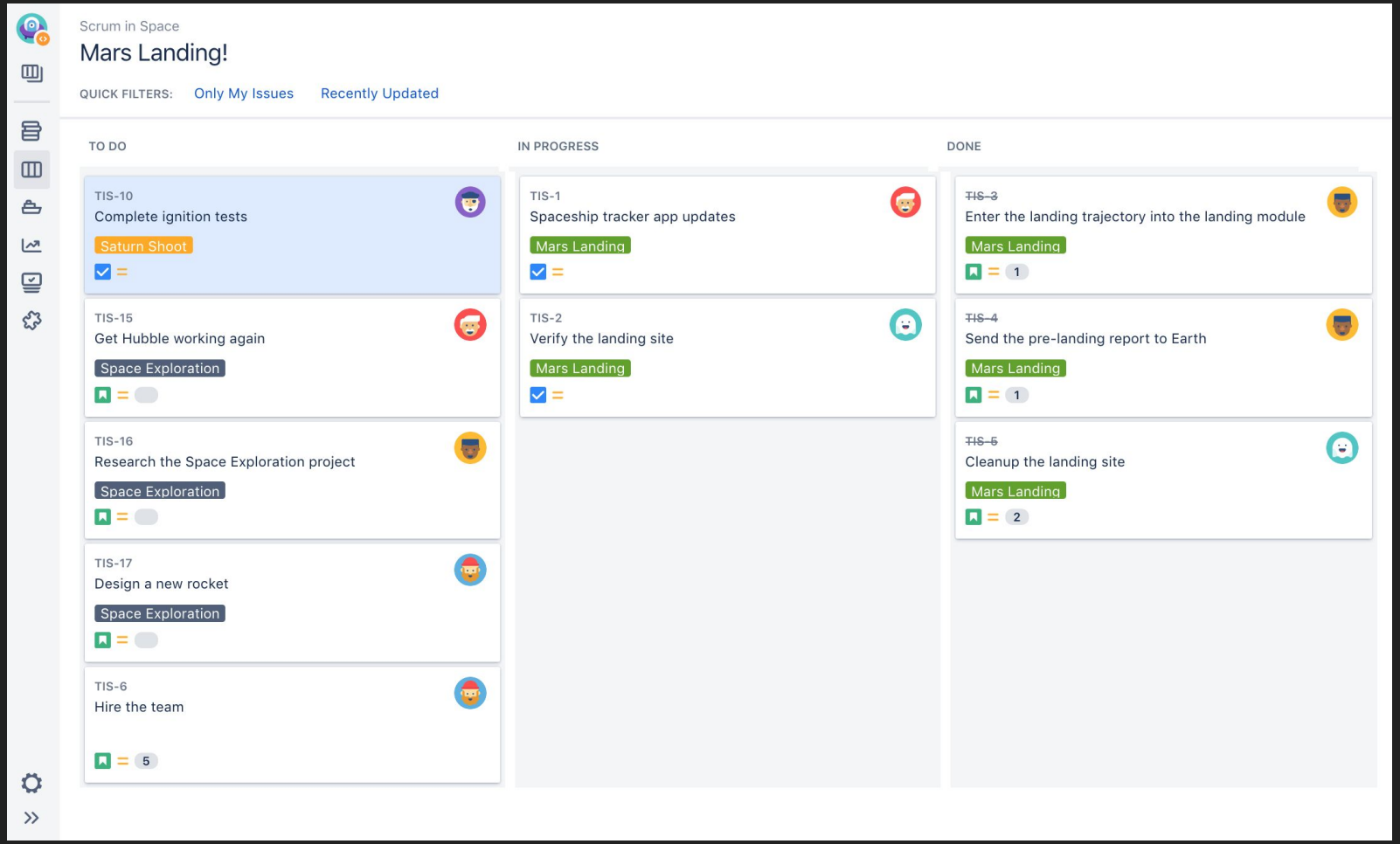
Scrum in Space
Mars Landing!
QUICK FILTERS: Only My Issues Recently Updated
TO DO
TIS-10
Complete ignition tests
Saturn Shoot
TIS-15
Get Hubble working again
Space Exploration
TIS-16
Research the Space Exploration project
Space Exploration
TIS-17
Design a new rocket
Space Exploration
TIS-6
Hire the team
5
IN PROGRESS
TIS-1
Spaceship tracker app updates
Mars Landing
TIS-2
Verify the landing site
Mars Landing
DONE
~~TIS-3~~
Enter the landing trajectory into the landing module
Mars Landing
1
~~TIS-4~~
Send the pre-landing report to Earth
Mars Landing
1
~~TIS-5~~
Cleanup the landing site
Mars Landing
2

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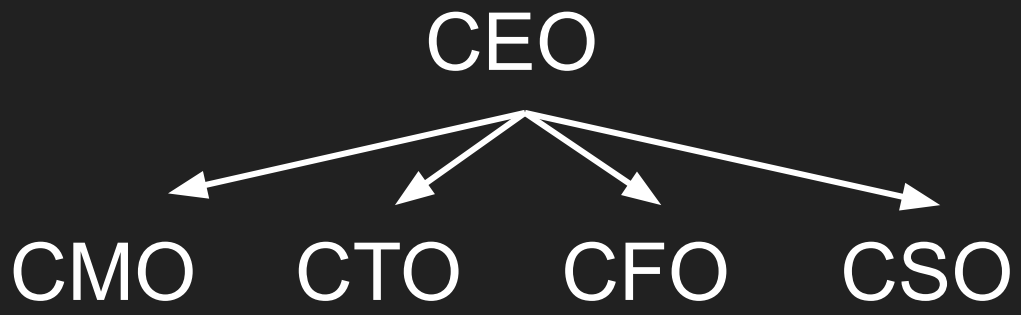
Delegation

Delegation is the **transfer of responsibility for a task** from you to another person.

But what does that mean?



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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[15:03]  is there a PR to look at?
[16:43]  can we have a Zoom please?
...
```

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

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

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

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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

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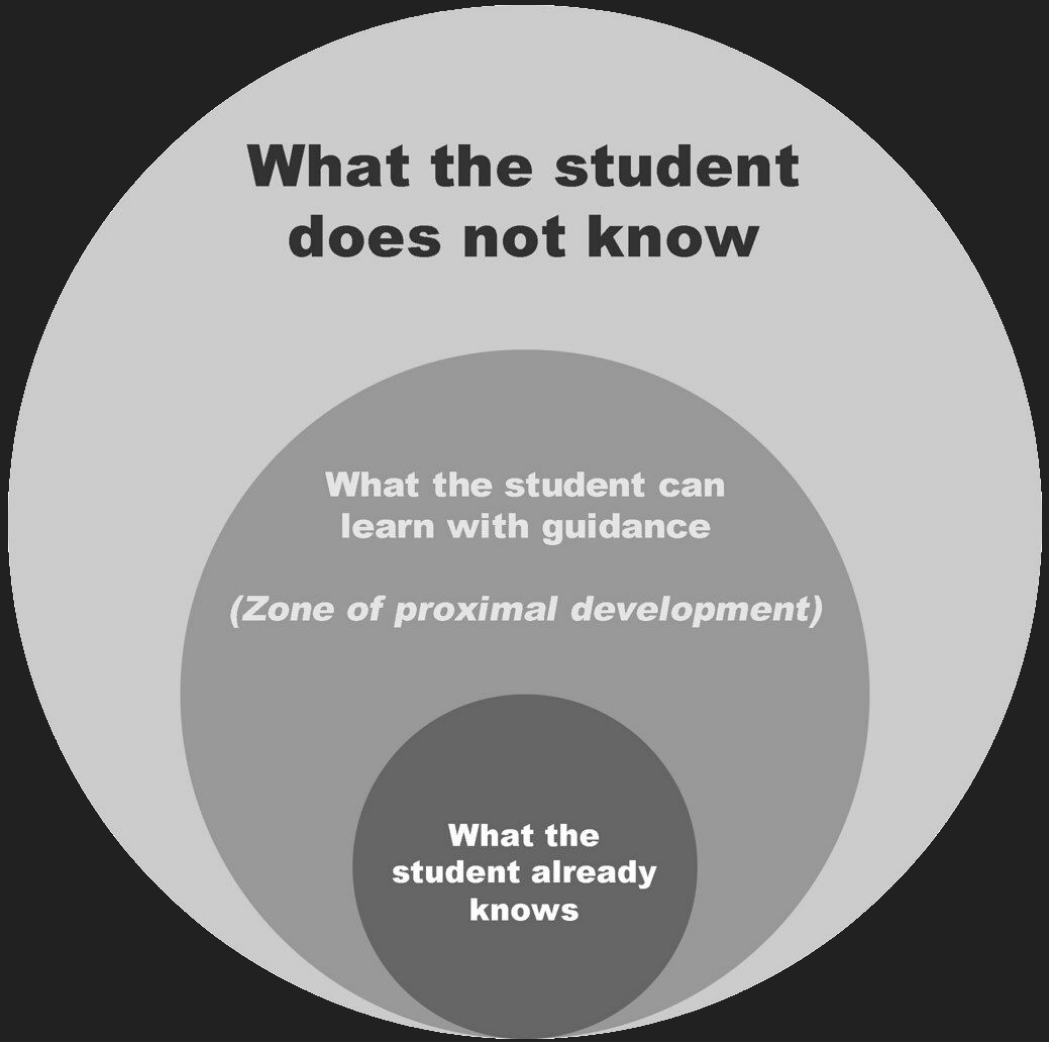
What the student does not know
What the student can learn with guidance
(Zone of proximal development)
What the student already knows

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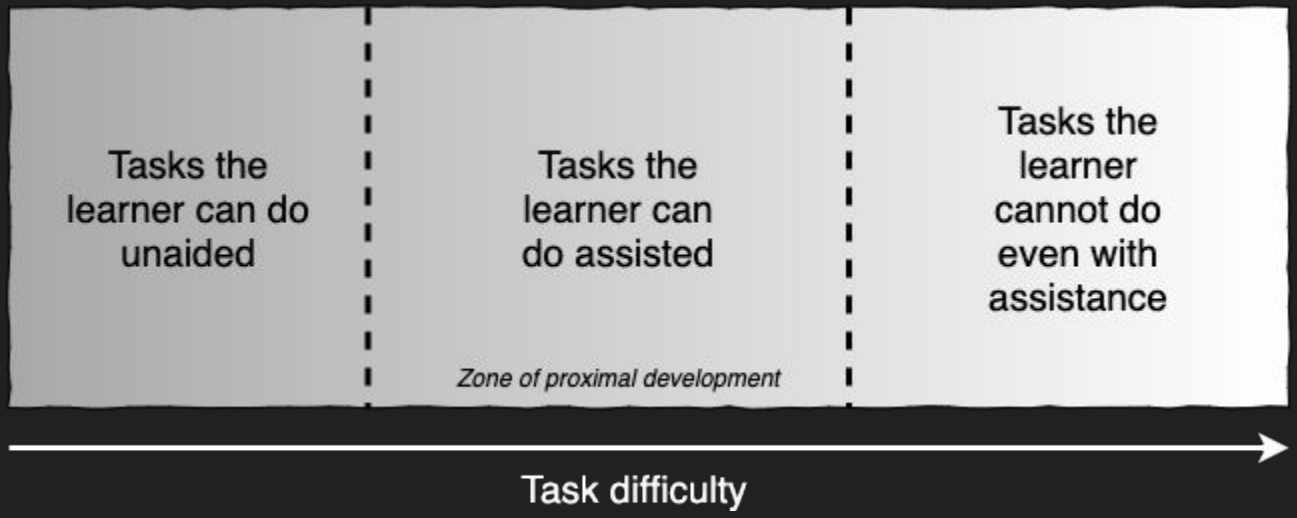
Does this look familiar?



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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**

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Some things are up to us, and some things are not up to us.

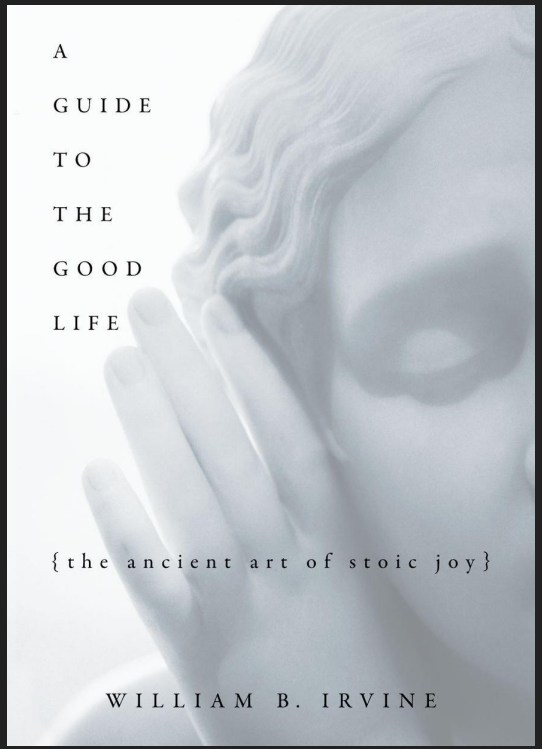
— Epictetus (paraphrased)

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!



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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.**

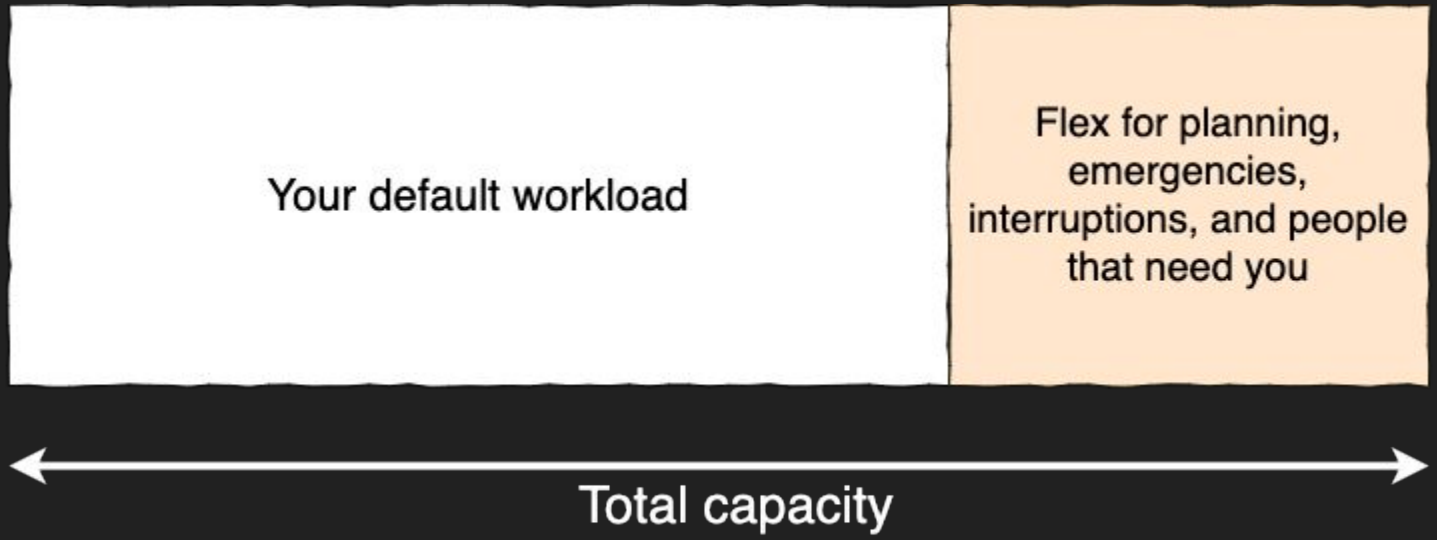
— William Irvine

Control: do

- Be comfortable being uncomfortable.
- Delegate.
- Exercise *some* control.
- Try your best.

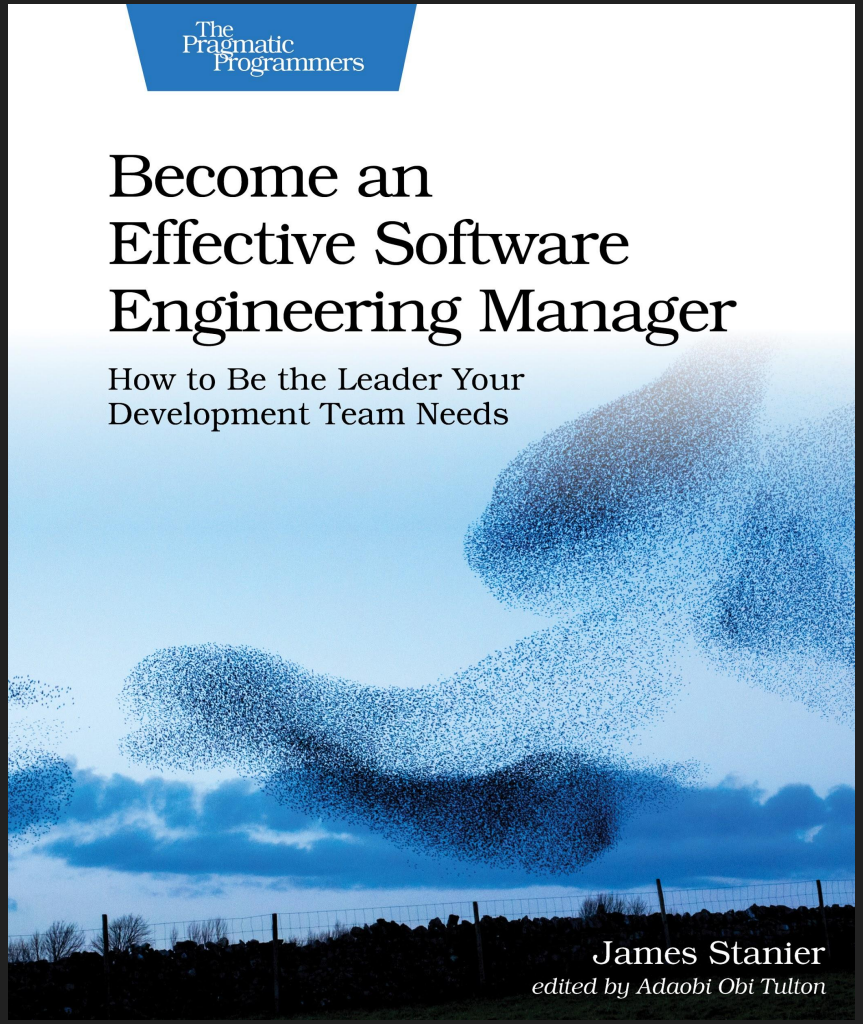
Control: don't

- 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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theengineeringmanager.com

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