**RAFT Leadership Call February 12, 2024 – Delegation**

**Leadership Logjam (Strategic – Recurring – Urgent Logjam)**

Strategy – Recurring – Urgent à Strategy – Communication/Culture – Recurring – Urgent

What percentage of your time do you think you are spending on each category?

Which of these categories would you most like to do more in? Which category excites you the most?

Rank these categories from 1-4 with #1 being the most dependent on you, and #4 being the least dependent on you.

In each category list the things you are currently doing, that only you can do.

In each category list the things you are currently doing, that other people in your team could be doing.

**Displacement**

You only have a set amount of time each day to get everything done, with your work, and in your life. This means that every time you add something to your day/week/month/year, something else is getting pushed back, or knocked completely off your list. This is “displacement” the idea that when you add something, something else gets pushed off your list until later, or completely disappears (until much later when it often pops up as a now urgent task).

Start tracking your displacements each day, which will help you compare what you think you did each day, versus what you actually did that day. This can be extremely helpful in fighting the “voices of doubt” that whisper that you are a bad leader, don’t get anything done during the day, are lazy, should be fired, etc.

**Tracking displacement.**

If you already have a task list, add a second column. In this second column write out each task you carried out that day that wasn’t on your original schedule or task list. At the end of the day (or a time period of your choice) circle items on your task list that didn’t get done, and count the number of displacements in column number two. Realize you had a busy day, got lots done, it just wasn’t the work you had planned on doing.

Bonus: make a third column and track the amount of time spent on each task and each displacement to get a better idea of how much time you are putting towards displacements.

**Displacement and delegation**

On a piece of paper write three columns: “I have to do it”, “someone else can do it,” “Who can do it?”

Take a look at your list of displacements over the course of the day (or wait a longer period of time if that is more helpful) and add each displacement to one of the first two columns.

Now, look at the list of tasks under “someone else can do it” and write out the names of people on your team that could be doing these tasks instead.

Pick one or more of these tasks and have a discussion with the person (or persons) you listed about how to best move these tasks to them. Realize that by giving them your task, you will probably need to help them with this same process to see if there are some tasks that they need to delegate as well.

**Displacement becomes an official task**

If there are tasks you currently have as a displacement and you realize you have to do them, or for now, there is no one to delegate them to, make them an official task that you start to plan for, and put into your daily schedule.

**Four Delegation Categories**

**“Do it, and don’t tell me.”** – tasks that people on your team are doing, or can do that you don’t need to know about. These are often the recurring tasks that happen day to day that your team knows how to do and the results of those tasks aren’t something you need to know. Many leaders struggle with their time because they are hearing to much about tasks that fall into this category. By making it clear to your team members which tasks fall in this category, you can save lots of time. Micromanaging leaders are usually too involved in these types of tasks.

**“Do it, and tell me.”** – tasks that your team is doing, that you don’t need to be involved in, but you need to know the results. When your team knows they can carry out the task without having to give you step-by-step updates, and only share the results, you can save a huge amount of time. This can save even more time if you can “batch” the communication of the results into specific times when you can hear multiple results at once, instead of one result at a time.

**“Don’t do it until you tell me.”** – these are most likely new tasks or projects that people want to do, or changes people want to make that you need to have input on, or ongoing input on. Your goal with these tasks (when it is possible) is to move them into one of the two previous categories and operationalize those tasks so you don’t have to deal with them.

**“Don’t do it, I have to do it.”** – these are the tasks you need to be involved in and continue doing, or be a part of doing. These are the tasks you can’t delegate.

**Self-Organization**

Are there places in your organization where you can allow your team to make decisions and self-organize to carry those decisions out? This might be testing a change to a program or creating something new altogether.

Ask for a clear explanation of the project and the results they are hoping for, set a timeline for the project, boundaries with what can and can’t be done, and a reporting schedule to keep you updated on progress. Have check in meetings to see if there are resources you can provide, support needed, etc.

It can be easier to get started with a self-organizing culture at work if you start with smaller projects and run pilots to test out the ideas.

**Update reports versus update requests.**

When a person in a position of power asks for an update from their team, it will often immediately put the team on the defensive: “they don’t trust us to get it done, so they are checking in.” Instead, set up a timeline for updates from your team so they clearly know when they need to give you updates. If they don’t report by the deadline, then you can request an update.