

The Delegation Decision Guide

A leader's worksheet for choosing what to delegate, selecting the right person and creating ownership without micromanaging.

YOUR OUTCOME

More ownership in the team and more leadership time for high-value work.

Designed for leaders, managers, educators, entrepreneurs and emerging leaders.

Coach Kehinde G. Ogunlana | Optimize2Lead Connect

1. Diagnose your workload

Use the four tests below for each recurring responsibility. Delegation is not dumping; it is an intentional transfer of ownership.

☐ Strategic: Does this require my unique authority, judgement or relationships?

☐ Developmental: Could this assignment grow someone else's capability?

☐ Repeatable: Can a clear standard or process be taught?

☐ Risk: What is the cost if the person makes a recoverable mistake?

Task / decision	Keep	Delegate	Develop together	Stop

2. Choose the right owner

Match the assignment to readiness, not convenience.

Assignment to delegate

The person I am considering and why

Statement

1 2 3 4 5

They understand the purpose and expected outcome.

They have enough skill or a realistic learning path.

They have capacity and access to the required resources.

They can make the necessary decisions.

This assignment supports their development.

Support or training they will need

3. Create a clear delegation agreement

Clarity at the start reduces interference later.

Outcome: What result must be delivered?

Boundaries: What may they decide and what requires approval?

Standards: What does good work look like?

Resources: What people, information, budget or tools are available?

4. Agree the checkpoints

Check progress without taking the work back.

Checkpoint	Date	Evidence to review	Support needed
1			
2			
3			
4			

How I will respond when the person chooses a different method from mine

5. Review and recognise

Close the loop so delegation becomes a repeatable leadership capability.

What result was achieved?

What did the person learn or demonstrate?

What feedback will I give?

What can they own next?
