



MANAGER BRIEF

How to Delegate

START HERE

5 HumanityWorks Skills

AS YOU WORK THROUGH EACH BRIEF, THESE FIVE SKILLS ARE FOUNDATIONAL TO BEING A GOOD HUMAN AND MAINTAINING HEALTHY RELATIONSHIPS.

LISTENING

Listening is an essential skill to generate the depth of caring connection people need to feel physically and psychologically safe with one another. There are different levels of listening and each one gives you different information. When practiced they become a building block of trust.

PERSPECTIVE

Your perspective is a particular outlook or point of view you have about something. Just like a photographer chooses a lens to capture reality in different ways, we each have filters through which we see the world. This filter can get in the way of working well with other people. It's important to learn more about this and how to shift it.

ACKNOWLEDGEMENT

A genuine acknowledgement helps others feel seen for who they are being and the positive impact they create. This nuanced skill helps to create meaningful relationships when done well.

SHARED AGREEMENTS

Shared agreements clarify working relationships with each person taking responsibility for their contribution to the relationship and to collectively agreed-upon outcomes. So often people don't take the time to create them, and this can cause roadblocks to working well together.

CURIOSITY/POWERFUL QUESTIONS

Curiosity expands information, connection, participation. It deepens what you know and can challenge what you think you knew. This simple skill creates the antidote to judgement.

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How to Delegate

THE PURPOSE OF DELEGATION

Delegating allows you to focus on the work that only you can do and ultimately helps you deliver more as your scope of responsibility increases. It also empowers your team, builds trust, and provides development opportunities for your employees.

THE BASICS

On a weekly basis, review your priority list and ask yourself:

- Which of these items can only be accomplished by you?
- Which of these deliverables can be completed by someone else on the team?
- How can these deliverables be used to develop someone on my team?

THE STRUCTURE

These 6 levels of delegation help you figure out how much freedom and decision-making power you can give to someone, depending on how much you trust their skills and the quality of their work, and how much control you're okay with giving up¹.

Do what I say	Look into this & get back to me	Give me your advice, but I'll decide	Decide & keep me informed	Decide within limits	Get it done
Do this task just like this	Get curious, do some research and share your findings with me	I want your perspective but I will decide	Consider options to inform your decision and let's discuss before you implement	Consider options to inform your decision and make a decision within pre-set parameters	You have full autonomy to complete the task your way

HUMANITYWORKS PRO TIPS

- Get curious about the interests and capabilities of your team. Know what motivates and demotivates your team. Delegate to their motivations.
- Build a team of people with skills and expertise different from your own. Delegate to their strengths.

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