

A man with a beard, wearing a light-colored suit jacket over a white shirt, is looking down at his wrist. He is wearing a watch. The background is a large, arched window with a decorative pattern, letting in bright light. The overall mood is professional and focused.

— THE ENTRELEADER'S GUIDE TO —
DELEGATION

THE BEST WAY TO BUILD A BUSINESS BIGGER THAN YOU



THE ENTRELEADER'S GUIDE TO DELEGATION

Your business can't grow unless you learn to trust others to help you win.

And that starts with delegating to your team. The only problem? Most small-business owners find it incredibly tough to do it well. But here's the good news. It's not hard to delegate the right way.

On the following pages, we'll show you how to properly delegate, which will allow you to focus on growing your business instead of concentrating on everyday tasks. Delegation is one of the most misunderstood, abused areas of leadership. A large number of small-business owners and leaders just don't have a clue. And when they do it wrong, they're actually creating more work—and a lot more mess—for everyone involved.



THE 10 BASICS OF DELEGATION

01

TALENT IS NOT ENOUGH

Both the leader and the person to whom they are delegating must be mature.

02

IT TAKES TIME

In today's instant, gotta-have-it-yesterday world, patience seems in short supply. But learning how to properly delegate takes time and a lot of hard work.

03

TRUST THEIR INTEGRITY

You can't delegate to someone until you trust their integrity and competency. Integrity is more than just not stealing or lying.

Integrity means team members:

- Are living a life of wholeness and completeness
- Are mature enough to know their own limitations and when to ask for help
- Have shown a level of excellence, followed by diligence to maintain it



THE 10 BASICS OF DELEGATION

04

TRUST THEIR COMPETENCY

Competency also plays a crucial role in successful delegation. You can't give a task to someone who can't do the job.

Competency means:

- The team member must not only do the task, but do it within your culture
- More than just the ability to complete a gofer-level task
- How the task was accomplished

05

BUILD A FOUNDATION

Before you delegate, create a culture of:

- Winning, thoroughbred team members
- Proper rewards
- Motivation
- Crusaders

06

YOU SET THE TONE

The delegating leader always sets the tone of the team with integrity, work ethic, and speed. Don't delegate to your team then hang out at the golf course.



THE 10 BASICS OF DELEGATION

07

CULTURE IS EVERYTHING

When a new hire walks into an awesome culture with an environment full of winners, they can quickly move past obstacles. They're pulled along by other people's success.

08

MICROMANAGING VERSUS TRAINING

It's impossible to over-manage a new hire. Your job as a leader is to train. The more you pour into them and start to see their competence, the more you can release.

09

LET GO SLOWLY

As a new hire proves their competency and integrity, you can loosen the reins a bit at a time until little follow-up is required.

10

COMPLETE DELEGATION

You're no longer watching all the details. You're only approving big decisions and checking results.



PREPARE FOR DELEGATION

PREPARE

Before delegating, complete this simple time-audit sheet on the next page. Then, answer the following questions and write down your answers in list form. By the time you are finished, you'll have a clear picture of where you're spending the most time and what tasks need to be handed off to others in order to move ahead.



PREPARE FOR DELEGATION

Where is your time most valuable?

What tasks will make the most impact on your business?

What tasks can be eliminated?

What tasks are you not good at?

What tasks do you hate?

What tasks can be delegated, and who on your team should you delegate them to?



PREPARE FOR DELEGATION

THE DELEGATION CHECKLIST

Now that you know what to delegate, here are all the steps you'll need to easily get started today. Check them off as you go.

- Communicate the why to the person you're delegating to and what it means to you. For example: without having to deal with this task, you'll be able to focus on growing the company.
- Let them know your expectations.
- Demonstrate how to do the task.
- Watch them complete the task.
- Be available for questions about the task.
- Follow up on the task.
- Trust the team member by only approving big decisions and checking results.



IN THE TRENCHES: ENTRELEADERS ON DELEGATION

Because I have always had a “the buck stops here” attitude in business, I allowed the business and my word to be one and the same. Therefore, I had a high level of contact with my customers, assuring them I was personally available for any of their needs or concerns. On the surface, it sounds like a great quality. But that model has a ceiling. What happens when I’m not available, and how can we grow if there is only one of me?

MIKE LANGSTON

PRESIDENT, POPE’S UTILITY BUILDINGS INC. • TAMPA, FLORIDA

Clear communication of expectations is key. That includes the desired outcome, the time frame, and how much input I want to have along the way. There are some things I delegate that I just want to go away, while there others I want to be able to provide feedback on throughout the process. Delegating both tasks the same way would be a huge mistake. If I am clear on my expectations, we are both likely to feel satisfied with the results.

STEVEN NEUNER

PRESIDENT, ALKALI BENEFITS AND INSURANCE SERVICES • PLANO, TEXAS



IN THE TRENCHES: ENTRELEADERS ON DELEGATION

You need to know that what you know is not as good as your brain thinks it knows. We are so afraid to hand off tasks because no one can do it better. It's false. We aren't that good. Give it away and give them ownership.

JEREMY ANDERSON

OWNER, SOUTHERN NETWORKX LLC • FAYETTEVILLE, GEORGIA

Communicate expectations and deadlines clearly. It is vitally important that the entire team is on the same page.

ANGEL LEBAK

OWNER, ASSISTANT ANGEL • BORDENTOWN, NEW JERSEY



IN THE TRENCHES: ENTRELEADERS ON DELEGATION

Just because you can do something doesn't mean that you should. One of the strange but necessary elements of success is you are constantly stretching your limits, which means consistent growth and new challenges. As a leader, sometimes I don't delegate. I want to do something easier . . . something more mundane that doesn't require my best self. It's a little like playing down to the competition, to use a sports analogy. The problem with allowing the easier, lower-level tasks to fall on your desk is that your team ends up losing. You aren't focused on the responsibilities that truly need your unique abilities, experience and skill set.

KYLE MALNATI

PARTNER, MADISON & COMPANY PROPERTIES • DENVER, COLORADO

If you walk around always thinking you can do it 5% better, your team will smell it and know what you really think of them. By keeping everything to yourself, you are saying that no one is as good as you, you don't trust God to put talented people around you, and you are denying your team the opportunity to show you the rock stars they can be.

CHRISTOPHER FAGERSTROM

OWNER, ANY KEY PC • CAMBRIDGE, MINNESOTA



NEXT STEPS

To help you on your path to becoming a better business leader, check out the resources EntreLeadership has to offer:

ENTRELEADERSHIP PODCAST

Our highly rated EntreLeadership Podcast features interviews with some of the top business and thought leaders across the country. [Entroleadership.com/podcast](https://entroleadership.com/podcast)

ENTRELEADERSHIP ADVISOR

Watch your email inbox to receive Dave Ramsey's EntreLeadership newsletter twice a month.

ALL ACCESS

Want to put into place the principles you've learned today? All Access, our online coaching and community program, features all twenty EntreLeadership Master Series video lessons, weekly eCoaching with on-demand playback, Mastermind groups, expert interviews, video coaching tips, and tons of premium content. [Entroleadership.com/allaccess](https://entroleadership.com/allaccess)

UPCOMING EVENTS

EntreLeadership 1-Day: [Entroleadership.com/E1D](https://entroleadership.com/E1D)

EntreLeadership Summit: [Entroleadership.com/Summit](https://entroleadership.com/Summit)

EntreLeadership Master Series: [Entroleadership.com/EMS](https://entroleadership.com/EMS)