

DOING VS DELEGATING

LETTING GO WITHOUT LOSING CONTROL

THE ONE IDEA TO HOLD ONTO



Control isn't doing it yourself.

It's choosing how much to hand over, briefing it well and checking in at the point you agreed.

THREE TOOLS FROM THE SESSION

Use them in order: check readiness, set the dial, then brief.



1. STRATEGY + TALENT + EFFORT Peepcoach

Before you hand anything over, check all three. Close the weakest gap first.

Strategy

Do they understand what you need and why?

Talent

Do they have the skills and resources?

Effort

Are they committed, not just complying?



2. THE DELEGATION DIAL Jurgen Appelo, Management 3.0, 2010

Pick the setting that fits the person and task today. Move one or two settings at a time, not a leap.

1

Tell

2

Sell

3

Consult

4

Agree

5

Advise

6

Inquire

7

Delegate

You decide

They decide



3. CLARA Peepcoach

Brief every handover with all five. Skip one and the task tends to come back to you.

C

Context

L

Level of
authority

A

Accountability

R

Resources

A

Agreement

SIX MOVES TO TRY THIS WEEK

- 1 Ask the best-and-cheapest question.** **What to stop doing**
If you're not the best and cheapest person for the task, hand it over. And check you're not chasing a boss's expectations nobody has actually set.
Elsbeth Johnson, MIT Sloan, Harvard Business Review, 2025
- 2 Check your 40% line.** **Why high performers become bottlenecks**
Managers spend a median 40% of their time on individual contributor work, and engagement drops above that line. Track one week: how much was doing, not leading?
Gallup, 2026 (US data)
- 3 Name your advice monster.** **Why letting go feels hard**
Three urges keep work on your desk: Tell-It, Save-It and Control-It. Take the free quiz on the Advice Trap website to find your strongest one.
Michael Bungay Stanier, The Advice Trap, 2020
- 4 Swap checking for a weekly check-in.** **Letting go without losing control**
Meaningful weekly feedback nearly triples the share of engaged employees, and 15 to 30 minutes is enough. Close with: "What will you do, by when, and how will I know?"
Gallup, 2026
- 5 Try the 10/80/10 split.** **When they won't do it as well as you**
You do the first 10% (the why and what done looks like). They do the middle 80%. You do the last 10% (review and polish). 80% as good as you is a win.
Dan Martell, Buy Back Your Time, 2023
- 6 Pause: me, my team, or AI?** **Delegating in the AI era**
Should it be done at all? If AI can do it, does someone on your team need to learn it first? You can hand AI the task, never the oversight: you still own the result.
Microsoft Work Trend Index, 2026; Ethan Mollick, 2026; Molly Graham, 2026

WHERE LEADERS TAKE THIS NEXT

Join the Leadership Collective Workshop

Courageous Conversations & Building Coaching Capability. 10 November, Melbourne.

[See the next Collective](#)

Bring it to your team

We run workshops in-house, built around your business.

[Talk about in-house](#)

Build capability over time

6 to 12 month coaching programs, measured with 360s before and after.

[Book a discovery call](#)

Sources: Gallup, "Span of Control", 2026. Microsoft, 2026 Work Trend Index. Mollick, E., One Useful Thing, Jan 2026. Graham, M., Lenny's Podcast, Sep 2026. Strategy + Talent + Effort and CLARA are PeepCoach frameworks; the Delegation Dial is based on Jurgen Appelo's seven levels of delegation.