

Leadership Toolkit

# Delegation & Trust

A practical guide to letting go, empowering others and leading well.

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## DELEGATION AND TRUST

### Why It Breaks Down and How to Fix It

*Over-involvement looks like commitment to you, but to the team it looks like a lack of trust.*

#### Why Leaders Struggle with Delegation

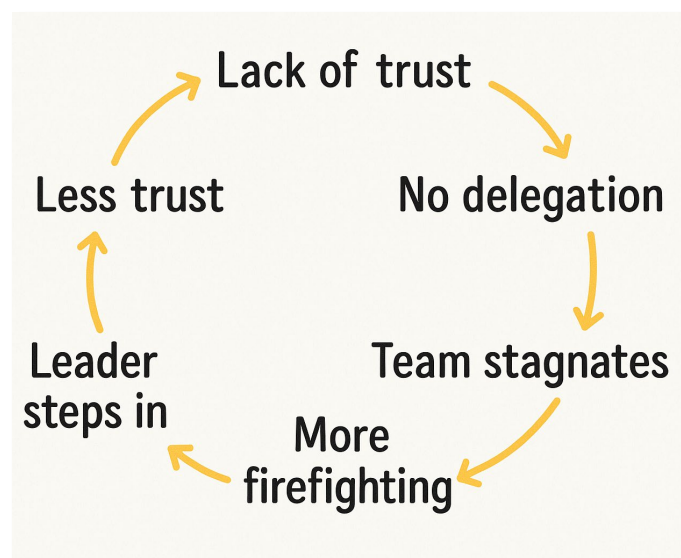
Even when leaders know they *should* delegate more, something often pulls them back into the work. This isn't about capability—it's instinct. Under pressure, many leaders revert to doing the work themselves, especially if that approach helped them succeed earlier in their career.

In short, embedded habits and assumptions get in the way, such as:

- If I control it I am safe
- If I do it it's faster
- If I don't do and a mistake is made it will reflect on my reputation

#### The Trust Delegation Loop

Delegation and trust are tightly connected. When one breaks down, the other usually follows. This loop, as pictured below, shows how small gaps in trust can quickly create a cycle where work bottlenecks, teams stall and leaders become even more hands-on.



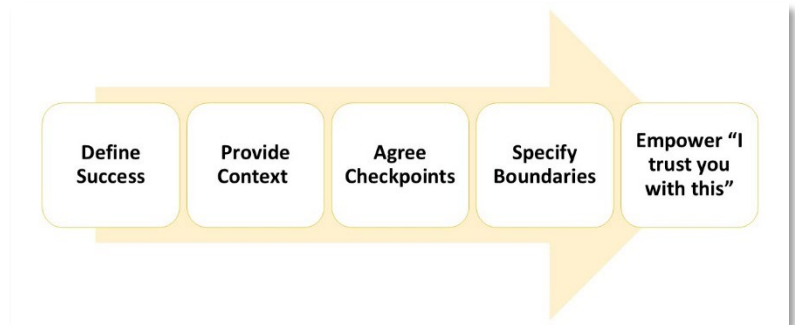
### 3 Ways to Break the Cycle

#### 1. Delegation as a Strategic Tool

- 70/20/10 rule: 70% team execution, 20% support, 10% oversight
- Focus on scaling impact rather than protecting quality

#### 2. Trust Through Structure

Delegation works when everyone knows what success looks like and how to get there. This framework provides a simple roadmap to make that happen.



#### 3. Identify Shift

From Do-er to Leader: Many leaders are promoted for their ability to solve problems quickly. But true leadership requires a new identity: one focused on empowering others rather than stepping in. This shift unlocks trust, development and shared ownership.

### 5 Levels of Delegation

Delegation works best when autonomy grows gradually. These five levels show how to move from directing to empowering.



## Building New Habits

New leadership habits take time to embed, and small steps make the biggest difference. These actions help you practise a more trusting, empowering approach in real moments throughout the week.

- **Ask: “What would you like more ownership of?”**

This invites a direct conversation about growth and capability. It gives team members a voice in what they feel ready for and signals that you’re open to expanding their responsibility in areas that matter to them.

- **Remove one unnecessary sign-off.**

Look for approval steps that no longer serve a purpose or could be safely handled by someone else. Reducing even one bottleneck each week builds trust, speeds up work and shows the team you’re committed to creating more autonomy.

- **Reinforce effort immediately.**

When someone takes initiative or leans into a delegated task, acknowledge it straight away. Quick, specific reinforcement strengthens confidence, encourages repeat behaviour and demonstrates that you trust their judgement.

## REFLECTION QUESTIONS

- What do you fear will happen if you let go?
- What message does non-delegation send?
- Where can you safely experiment this week?

## And Finally...

Real leadership isn’t about doing more — it’s about *enabling* more. Build trust, delegate with purpose and watch your team rise to meet you.

## DELEGATION AND TRUST WORKSHEET

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### STEP 1 – Assess Current State

1. What tasks are you currently holding that someone else could do at 70%?

2. What stops you from delegating more?

3. Where do you tend to step in unnecessarily?



## STEP 2 – Delegation Matrix

List tasks under the following categories:

ONLY I CAN DO	I SHOULD DO	I CAN DELEGATE WITH GUIDANCE	I CAN FULLY DELEGATE



STEP 3 - Choose 3 Tasks To Delegate

	WHY DELEGATE IT?	WHO WILL TAKE IT?	WHAT SUPPORT WILL THEY NEED?	CHECKPOINTS
TASK 1				
TASK 2				
TASK 3				



## STEP 4 – Trust Building Actions

This week I will:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

## STEP 5 – Identity Reflection

1. Am I operating as the Do-er or Leader today?

2. Where do I want to shift?