

The Delegation Audit

Stop Dumping. Start Developing.

The Strategy of Smart Delegation

Delegation is one of the most critical leadership actions you can take. Done well, it frees you to focus on the high-level work only you can do—while giving your team opportunities to grow, build confidence, and take ownership.

The Stress-Relief Strategy

As a leader, you are carrying a "pack" of responsibilities. Some are feathers (routine admin), and some are heavy stones (programming, staffing, culture, crisis management and long-term vision). Burnout happens when you try to carry every feather and every stone at once.

Smart delegation is how you offload the feathers so you have the strength to juggle the stones. By trusting your team with the routine, you lower your baseline stress and create the "mental white space" necessary to lead with a calm, regulated presence.

Delegation vs. Dumping

There is a dangerous line between the two. **Delegation** is an intentional act of leadership with support. **Dumping** is a rushed handoff without clarity. When you "dump," you damage trust and invite resentment.

The 5-Step Development Framework

To turn a task into a growth opportunity, follow this rhythm:

1. **Start Small:** Hand off one responsibility at a time to build confidence without overwhelm. Focus on non
2. **Match Strengths:** Align the task with a staff member's existing skills or career interests.
3. **Define the "Commander's Intent":** Be crystal clear about the outcome and timeline but leave the "how" to them—unless the task involves licensing compliance or safety protocols that require exactness.
4. **Check In, Don't Hover:** Schedule a follow-up, then step back. Avoid the "Control Trap."
5. **Give Credit:** Publicly acknowledge their success to reinforce ownership.

What to Keep vs. What to Delegate

- **KEEP (Director-Level Work):** Vision casting, culture shaping, hiring/firing, and high-level crisis management.
- **DELEGATE (Growth Opportunities):** Supply ordering, event coordination, newsletters, decorating, routine admin (e.g. adding late fees), and classroom prep.

The Delegation Worksheet

Use this sheet to identify one task this week that you can offload to create more leadership "white space."

1. Identify the Target-What is one recurring task that consistently pulls you away from people or big-picture vision?

The Task:

2. Identify the Person-Who on your team has the potential or interest to take this on? (Look for the person who is ready for a challenge, not just the person who is "least busy.")

Assigned To:

3. Define Commander's Intent-*Instead of a list of steps, define what "Winning" looks like.*

- **The Desired Result:**
- **The Deadline:**
- **The Boundaries (What they *cannot* do):**

4. The Support Plan-What tools, logins, or brief training do they need to succeed?

Resources Needed:

5. The Check-In Schedule-When will you meet to review progress? (Set this now so you aren't tempted to micromanage in between.)

Review Date/Time:

Leadership Reflection: *If you are doing work that your staff could do with 15 minutes of training, you aren't protecting your time—you are stealing their growth.*