



Easy to Do the Right Thing

A Note Before You Delegate

Reference: Chapter 2 — Make it easy to do the right thing

This is a harder delegation than it looks.

The person you're about to hand this to has a view. They've worked on the process, been involved in the training, helped create the guidance. From the inside, the conclusion feels obvious — the problem is the people. More training, clearer instructions, stronger consequences.

Two things will work against you here.

They are attached to the process as it stands. And any suggestion that the problem isn't the people will land as blame — for the process, the training, the guidance, and everyone involved in them. It will be resisted. Consciously or unconsciously.

That's a recipe for resentful iteration. You won't get the insight and revolution that you need.

These are the words that move them to the right starting point.

"I need you to own [outcome].

It's too important for [current failure] to be allowed to persist.

The only way we own this outcome with certainty is to accept that our goal is to create the path of least resistance — not to make things easier, but to make doing what the process requires easier than doing anything else.

I need someone who can step away from fixing the staff and focus on what we can do with the process — so that we own this outcome in a future where our people are exactly as capable and diligent as they are right now."

