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Delegation The Dialog Dojo Way © 2025-09-22

Succinct Answer: As a delegator, you can command, consult, or collaborate with your delegatee to craft the delegation. As a delegatee you can use the chart to figure out what you still need from your delegator.

Elements of Delegation Per Task

Dreyfus Skill Level (Note – these align with Dialog Dojo Training Steps)		Background Needed - The Why	The Task Outcome: What needs to be achieved	Parameters: Time/Cost/Quality /Priority/Format	How Task Should Be Done? Resources and Methodology	Frequency of Check-Ins
	Novice	Enough to understand how the project fits in delegatee's professional growth	Give SMART goals - Specific, Measureable, Achievable, Relevant, Time-Bound	Tell parameters	Teach (I.D.E.A.S.) what resources and methodogy to use.	Every step
	Advanced Beginner	Enough to understand how the project fits in immediate team's goals	Give SMART goals.	Tell parameters and ask if there are conflicts with any of this	Tell what resources and methodology to use.	Most steps
	Competent	Enough to understand how the project fits in the company's goals	Give SMART goals and ask if the person understands the why behind the project.	Tell parameters and ask if modifications are desired	Tell what resources and methodology you think should be used and offer to negotiate.	Way-Points
	Proficient	Enough to understand how the project fits in the company's goals	Give SMART goals and invite debate to modify them.	Tell parameters and ask if modifications are desired	Tell what resources and methodology(ies) are available and ask which is needed.	A couple Way-Points
	Expert	As much as the delegatee wants	Give suggested SMART goals and have a dialog to finalize them. If possible have delagatee mentor a lower-skilled person while doing.	Tell suggested parameters and have dialog to finalize them.	Ask what resources and methodology(ies) are wanted, and do my best to ensure they are available.	As often as needed to ensure same-pageness and the Delegator is "in the loop" enough to give progress reports "up the ladder."

Why Delegation is Important:

- If I want to be free to do what only I can do and what I want to do. I need to Delegate.
- Positions of authority cannot do all they are responsible to accomplish without delegating.
- If I want people around me, and our entire organization, to grow, I need to Delegate to Elevate. To grow, people need skill-level-appropriate challenges and consequences - "skin in the game." Delegation provides those growth opportunities.

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Some Explanations about the Delegation Challenge:

- Here is a good blog about [The Dreyfus Skill Acquisition Model](#)'s five levels - Novice, Advanced Beginner, Competent, Proficient, Expert.
- It is hard for people to accurately assess their own skill level. Perhaps "Dunning Kruger Effect" and "Humility Threshold" concepts and language will help delegators and delegatees get on the same page about level of skill. [This loneswimmer article](#) does a good job explaining the Dunning Kruger Effect and Humility Threshold.
- It works best when the delegator and delegatee agree on the Elements of Delegation.
- If you're not a little nervous when you delegate, then you are not delegating you're just divvying out tasks.
- You can delegate authority, not responsibility. The delegator is responsible for the outcome.
- Delegation with too little trust easily leads to [dirty delegation](#), and delegation with too much trust easily leads to [abdication](#).
- Realize that a delegated task probably requires several skills, and a person may be at a different level in each skill. One manager showed me his spreadsheet of all the skills in his area and the level of mastery each person under his authority has in each - a handy delegation tool.
- Delegation is a multi-faceted challenge packed with Dialectical Tensions, e.g. (Let's call Delegators "A" and Delegatees "B"):
    - Given that people do with 80% passion what they figure out to do for themselves, and 20% passion what they are told to do - ideally "A" and "B" collaborate to design the delegation, and "A" and "B" rarely have time to collaborate on delegation design.
    - "A" and "B" need to agree on each others' skills levels, and it is challenging to accurately assess skills levels.
    - "A" wants to stay in-the-loop, which requires updates from "B," and "A" does not want too many updates.
    - "B" appreciates needed help from "A," and "B" despises unneeded help from "A."
    - "A" and "B" need to agree on "triggers" that will require "B" to get "A's" input, and "B" needs to be savvy to know when to draw in "A" and when to leave "A" out of it.
    - When "B" knows up-front the parameters and resources "A" expects the task to take, "B" has a better understanding of the scope of the delegation; and, "A" and "B" need to stay on the same-page as the scope of the delegation morphs.
    - "A" should do skillful delegation, and when "A" does not skillfully delegate, "B" needs to initiate getting needed delegation elements from "A."

Good Sources from Googling "How to Delegate" and "Delegation Flow Chart":

- [Harvard Business Review](#) - best overall
- [Legal Leadership's one Page Delegation](#)
- [EOS](#) -
- [Asana](#)
- [Harvard Business School Online](#)
- [Forbe](#)