

Rule No. 31 — Delegate outcomes, not tasks.

A manager delegates tasks. A leader delegates authority.

Don't just assign to-dos —transfer responsibility. When you delegate outcomes instead of tasks, you empower people to think, act, and lead with ownership.

It's the difference between creating followers and developing leaders.

Ask Yourself:

Am I giving people responsibility for results, or just instructions for work?

The Truth Is:

If you're delegating tasks, you still own the thinking. You're just distributing labor.

Delegate the outcome —the result you need —and let the person you hired figure out how to get there.

That's not abdication. That's what developing people actually looks like.

When people own the outcome, they stop waiting for instructions.

Action Step:

This week, pick one project or responsibility you normally delegate as a set of tasks. Instead, delegate only the desired outcome. Be explicit about what success looks like, the non-negotiables, and where they have freedom to decide. Then step back—resist the urge to dictate the how—and watch how your team handles the ownership.

Recommended Reading:

Turn the Ship Around!, by L. David Marquet

“Don't move information to authority. Move authority to the information.” — David Marquet

What this week revealed:

This week I gained clarity on _____

This week I said no to _____

WEEK 12

MONDAY

DATE _____

- _____
- _____
- _____

TUESDAY

DATE _____

- _____
- _____
- _____

WEDNESDAY

DATE _____

- _____
- _____
- _____

THURSDAY

DATE _____

- _____
- _____
- _____

FRIDAY

DATE _____

- _____
- _____
- _____

SATURDAY

DATE _____

- _____
- _____

SUNDAY

DATE _____

- _____
- _____

STILL UNFINISHED

- _____

TOP 3 PRIORITIES THIS WEEK

- _____
Why now? _____
- _____
Why now? _____
- _____
Why now? _____

Notes:

THIS WEEK I'LL PROTECT TIME FOR