



Rule No. 31 — Delegate outcomes, not tasks.

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. A manager delegates tasks.

A leader delegates authority.

The Hard Truth

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

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.

Ask Yourself —

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

Here are five clear red flags that signal your organization is ignoring this Rule:

1. People constantly ask, "What do you want me to do next?"
2. Projects stall the moment you're unavailable.
3. Updates sound like activity reports, not results.
4. Employees execute perfectly, but the result still fails.
5. Your high performers feel bored or trapped.

Action Steps —

This Week's Task: Shift from tasks to outcomes.

This week, identify one responsibility you regularly delegate.

Before assigning it, rewrite your instructions as an outcome instead of a list of tasks.

For each delegation, define:

- The desired outcome: What does success look like?
- The boundaries: What constraints or non-negotiables must be respected?
- The authority: What decisions can they make without asking you?
- The measure of success: How will you know the outcome was achieved?

Then resist the urge to tell them how to do it.

Let them think, decide, and own the result.

End-of-Week Reflection:

Ask yourself: Did I create another task-doer this week, or did I help develop another leader?

This Rule is important because it distinguishes high-growth operations from founder-dependent ones. If you're the bottleneck, you've designed the wrong system. If your team consistently comes back to you for the next step, chances are you're still delegating tasks. If they come back with solutions, you're delegating outcomes.

This Rule helps your organization with:

- Building accountability
- Clarifying intent vs. action
- Freeing up executive bandwidth
- Developing leaders at every level
- Creating a culture of trust and empowerment

the LEDGER

Practice the principles.



Recommended Reading —



Turn the Ship Around!, by L. David Marquet

"Don't move information to authority. Move authority to the information."

Each day, set 2 specific actions
that move this week's Rule into practice
and help complete the Action Step by week's end.

TOP 3 priorities this week:

WEEK 12

monday

tuesday

wednesday

thursday

friday

saturday

sunday

notes —

this week...