WORKSHOPSKILL · FACILITATION KIT

The Delegation Map — Facilitator Run Sheet

Folder: `the-delegation-map` · Category: leadership · 4–10 people · 25 min · offline + online · print props · tool pack

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25	4–10	print props
MINUTES	PEOPLE	SETTING

The Delegation Map — Facilitator Guide

A 25-minute, 4–10 person leadership tool. A leader (or a peer group of leads) lays out everything they still personally own, sorts it into three zones, and commits to exactly one hand-off this week — with a named owner, the support that owner gets, and a review date. The map is the artifact; the circled hand-off is the point.

Objectives

By the end of the activity, participants will have:

1. Spread the leader's real plate across **three zones** — *Only me · Coach someone · Anyone can run* — with habit defaulting to the third until proven otherwise.
2. Circled **exactly one** highest-leverage hand-off for this week — one, not five.
3. Attached a named owner, named support, and a review date to that hand-off, so it is a hand-off and not a dump.

When to use this activity

- A leader who says "I'm overloaded" while the team waits for permission they were free to take.
- A peer circle of leads, each mapping their own plate and only helping each other at the "circle one" step.
- You have 25 minutes and one wall or shared board; week two of a new manager, before habits calcify.

The three zones

Zone	The test	What it exposes
Only me	Accountability, relationship, or judgment only this person holds	the short list of what leading genuinely means here
Coach someone	The leader should be teaching it, not doing it	the months of "coaching" that never left the leader's hands
Anyone can run	No real reason it is the leader's	the load that was never anyone's — it just parked on habit

A note starts in *Anyone can run* until the room proves otherwise; *Coach someone* is only honest with a named person and a date attached.

Setup

- 4–10 people. Works as one leader + their team, or as a peer circle of leads each mapping their own plate.
- One wall or one shared board with three columns: **Only me · Coach someone · Anyone can run**.
- Sticky notes (or cards) for the dump. The zone cards from `the-delegation-map-prop-cards.pdf` label the columns; the **Hand-off this week** card sits beside them (see **The card** below).
- Put `the-delegation-map-activity-poster.pdf` on the wall so the three zones and the "a hand-off without support is a dump" rule stay visible the whole time.
- No projector, no account, no online form. Online, the three columns live on a shared board.
- Print one `the-delegation-map-worksheet.pdf` per group — the one-page artifact sheet the room fills while it talks.

- Put one `the-delegation-map-workbook.pdf` at each seat if people want their own copy; the sheet above is the group version.
- Optional: open `the-delegation-map-slide-deck.html` in any browser to run the 12-slide deck on the wall (S opens the presenter drawer, T starts the round timer); `the-delegation-map-slide-deck.pdf` is the same deck for print.

How to run it

Time	Phase	Facilitator does	Participants do
0–5	Dump	Enforce no filtering, no justifying; invite the team to add what they see the leader doing	The leader writes every task they currently own, one per note
5–12	Sort	Keep the leader silent until last; hold every "it's faster if I do it" to *Anyone can run*	Place each note in a zone: **Only me** = accountability, relationship, or judgment only this person holds; **Coach someone** = should be taught, not done; **Anyone can run** = no reason it is theirs
12–16	Circle one	Refuse a second circle	In *Anyone can run*, circle the single highest-leverage note to hand off this week
16–22	Name it	Ask for the support in concrete nouns — an hour, a document, a decision right	For the circled note write: the owner's name, the support they get, and a review date
22–25	Say it	Go around; the leader speaks first	Each person says one sentence aloud: something they will stop doing, or start owning

Then run the debrief — see `the-delegation-map-debrief.md`.

The card

The sheet from `the-delegation-map-prop-cards.pdf` (poker spec, 63.5 × 88.9 mm, bleed and cut guides, branded back, blanks) runs the board: three **zone cards** — *Only me*, *Coach someone*, *Anyone can run* — label the columns; the **Hand-off this week** card sits beside the single circled note and is the only card that leaves the room with a name on it; blanks take your own zones or labels. The cards are not decoration — a note's placement is argued *against the zone's definition*, not against the leader's memory.

Failure modes

1. **Everything lands in *Only me*.** The leader is protecting identity, not work. Rescue: ask "what would have to be true for someone else to do this well?" Then move the first note that answer unlocks.
2. **Everything lands in *Anyone can run*.** Overcorrection. Rescue: pull back the two notes that carry real accountability or a live relationship, and say aloud why they stay.
3. **The circled hand-off has no support.** It is a dump, not a hand-off. Rescue: before anyone leaves, name one hour of coaching or one document the owner gets before the review date.
4. ***Coach someone* becomes a parking lot.** Notes "in coaching" hide the fact that nothing is being taught. Rescue: every coach note needs a named learner and a by-when, or it moves to *Anyone can run* honestly.

Variations

- **Peer circle:** each lead builds their own three-zone map on their own board; the circle only helps with the “circle one” step.
- **Quarterly reset:** run the full map, then re-run only the *Coach someone* column to see what actually got taught.
- **New-manager onboarding:** run it in week two, before habits calcify; the *Only me* column should be short and deliberate.

Facilitation notes

- The leader speaks last in Sort. Defending a note as “only me” before hearing the room biases the whole map — and the room hears the difference between a reason and a habit.
- Anything done “out of habit” or “because it’s faster if I do it” starts in *Anyone can run*. The burden of proof runs the other way from how people feel.
- One circled hand-off per session. A map with five circles is a wish list, not a decision; the discipline of one is what makes the circle meaningful.
- The review date needs a place to live — calendar, standup, the team’s real doc. A date that only exists on the worksheet is a goodbye, not a checkpoint.

Put it on the wall

Print `the-delegation-map-activity-poster.pdf` (A3) to put the run of show, the three zones and the “no support is a dump” rule on one wall while you facilitate.

Props in this folder

- `the-delegation-map-prop-cards.pdf` — poker-spec print sheet (63.5 × 88.9 mm, bleed and cut guides): the three zone cards, the hand-off card, branded back, blanks
- `the-delegation-map-guide.md` — this run sheet
- `the-delegation-map-debrief.md` — twelve numbered debrief questions with what each targets, plus failure modes of the debrief
- `the-delegation-map-worksheet.pdf` — the one-page session sheet, print-and-fill: three zones plus one circled hand-off, with owner, support and review date
- `the-delegation-map-workbook.pdf` — participant workbook: the sheet in plain words, the artifact as fill-in pages, session notes, a before-you-leave page
- `the-delegation-map-slide-deck.html` / `.pdf` — the 12-slide deck for teaching or projecting: presenter drawer (S), round timer (T), built-in QR, print fallback; the `.pdf` is the same deck for print
- `the-delegation-map-run-sheet.pdf` — the print edition: this run sheet + the debrief, bound as one A4 document with bookmarks
- `the-delegation-map-activity-poster.pdf` — the whole activity on one A3 wall sheet: run of show, the three zones, watch-outs
- `the-delegation-map-tool.json` — machine-facing file (not listed in the download table): the artifact as a machine-readable template: zones, flow, fields, prompts, watch-outs
- `the-delegation-map-start-here.md` — one page, thirty seconds, then print and go

- `the-delegation-map-license.md` — what you may do with all of this: run it, copy it, translate it, rebrand it; keep the attribution line
- `SKILL.md` — machine-readable manifest for AI agents
- `*-Letter.pdf` — US Letter editions of the print documents

Agent version

Every file in this folder has a stable public URL — an AI agent can fetch the props, the debrief and this run sheet with three curl commands (see `SKILL.md`). The paper version itself needs no screen at all: no projector, no accounts, just notes, a wall and one honest circle.

The Delegation Map — Debrief

> Twelve questions, three failure modes of the debrief itself, one rule: a hand-off without named support is a dump — and the debrief says so out loud.
>
> Use with `the-delegation-map-guide.md`. The debrief runs the last five minutes of the twenty-five.

How to run this debrief

- The map stays on the wall during the debrief; questions point at columns, not at people.
- The owner of the circled hand-off answers before anyone else speaks about their work.
- Close on the three commitments said at 22–25 and check them against the map — what the room *said* should match what the wall *shows*.

Read the wall

- Stand in front of the three columns without talking. Which one is fullest, and how did it get that way?
- Count the notes in *Only me* against the notes in *Anyone can run*. The ratio is this leader's real load story.

The twelve debrief questions

1. The fullest column.

"Which zone filled up fastest, and what does that say about how this plate got full?"

→ The biography of the overload — nobody plans a pile-up; habit builds it one note at a time.

2. Accountability or ritual.

"How many notes in *Only me* are actually accountability — and how many are just 'I've always done it'?"

→ The distinction the whole map exists to force.

3. The eternal coaching.

"What is sitting in *Coach someone* that you have been 'coaching' for months without it ever leaving your hands?"

→ The polite hiding place for what was never really delegated.

4. The uncomfortable note.

“In *Anyone can run*, which note made you uncomfortable to place there?”

→ That discomfort is the real conversation the session opened.

5. Why this one.

“Why this hand-off, and not the easier one next to it?”

→ Leverage versus relief — the easier one is tempting; the higher-leverage one is the point.

6. Agreed or assigned.

“Who is the owner, and did they agree — or were they assigned?”

→ A hand-off the owner didn’t accept is a dump wearing a name.

7. The support, in nouns.

“What support does the owner actually get: an hour of coaching, a document, a decision right, or nothing?”

→ The line between hand-off and dump; nothing is a legal answer, but it names the failure now, not in a month.

8. What ’working’ looks like.

“What is the review date, and what will ’working’ look like on that date?”

→ Turns the date from a calendar event into a test the owner can pass.

9. The failure preview.

“If the hand-off fails, what was most likely missing — the owner, the support, or the leader’s ability to let go?”

→ Pre-mortem on one line; teams almost always pick a different answer than their leader does.

10. What the leader stops.

“What will the leader stop doing on Monday to make room for letting this go?”

→ Delegation fails at the top; the vacated hour is the real gift.

11. What the owner starts.

“What will the owner start owning that they do not own today?”

→ Makes the addition concrete — ownership is a verb before it is a title.

12. The sentence you leave with.

“What is the one sentence each person will say aloud before leaving?”

→ The public commitment; it should survive being repeated at the review date.

Failure modes of the debrief

1. **The debrief becomes a thank-you session.** The team praises the leader for finally letting go; nothing gets tested. Rescue: spend the first three questions on the columns, not on the moment — the map is the evidence.
2. **The owner stays silent about their own hand-off.** Everyone discusses the leader’s relief while the owner never says whether they can carry it. Rescue: the owner answers questions 6–8 first, in their own words.
3. **The support promise blurs into availability.** “I’ll be around” passes as support. Rescue: force a noun and a duration — one hour Thursday, the runbook, the right to sign off expenses under the cap.