WORKSHOPSKILL · PARTICIPANT KIT

# The Delegation Map — Participant Workbook

The guide in print, a frame to write after every debrief question, and session notes pages.

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.

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## 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.

### The fullest column.

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

### Accountability or ritual.

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

### The eternal coaching.

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

### The uncomfortable note.

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

### Why this one.

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

### Agreed or assigned.

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

### The support, in nouns.

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

### What ’working’ looks like.

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

### 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?

### What the leader stops.

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

### What the owner starts.

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

### The sentence you leave with.

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

## Session notes