



## HIRING FOR GROWTH

WHEN IS TOO EARLY  
AND WHEN IS TOO LATE?

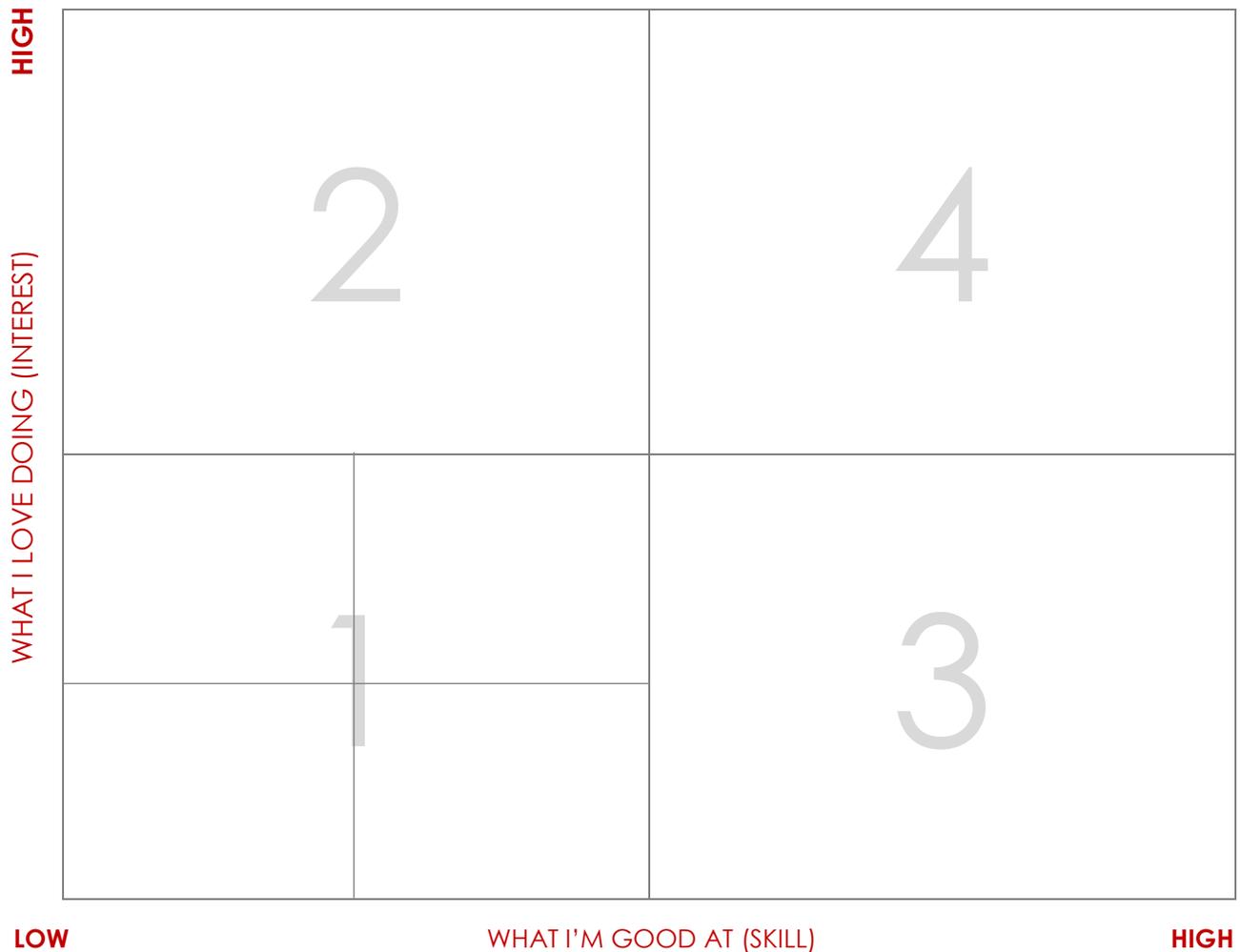
**RAIZCORP**  
Accelerating Success

# HIRING FOR GROWTH DELEGATION MODEL

*What you should delegate and  
how you should do it*

## WHAT AND HOW TO DELEGATE

Here is a simple breakdown of what you should delegate and how you should do it. This is also called the four quadrants of delegation.



**Quadrant 1 – You hate these tasks and are bad at them. Delegate first.**

If you're doing the bulk of these tasks, you are not delegating (an exception could be that you are unable to find anyone who is interested or capable of performing these tasks). By holding on to them, you're making things more difficult for yourself and your team. The sooner you delegate them, the better. As a leader, your first target is ensuring that you are spending your time effectively.

**Quadrant 2 – You love these tasks but are bad at them. Delegate next.**

These are task that are tough. You love doing them but you aren't particularly good at them. The question is whether you could become competent with the right training. Regardless, you should decide if you are going to get good at doing them or get out. If you believe that learning such tasks

can help you overall in the long run, it's acceptable to spend a small amount of your time on them. However, be wary of spending more time on them than necessary, especially if you're a person who likes to learn.

### Quadrant 3 – You hate these tasks but are good at them. Delegate next.

As challenging as it may sound, yes, you must delegate these too. These tasks keep you from doing the best work. These tasks may give other members of your team the opportunity to master areas that you, as the leader, are naturally good at and therefore take over some of the responsibilities.

### Quadrant 4 – You love these tasks and are good at them. Don't delegate (but hold on before you take this as a rule of thumb).

These are your highest-payoff activities – both for you and your organisation. This is where you experience the most satisfaction and make the greatest contribution. You want to do more of these kinds of activities. Ideally you can do them yourself. However, keep an eye on how much effort is going into getting them done. Is it in line with the organisational targets? Ask yourself if you could spend the same time doing something more productive.

Another question to ask yourself is, if your expertise is passed on to other team members, how will the team benefit? Determine the cost involved (both time and money) if you continue doing these tasks yourself. There is no right answer for this quadrant. The only possible advice is to improvise.

Delegation takes time and effort to get used to. **Once a task is delegated, make sure you keep tabs on it to ensure it is completed.** This is not to say that you should be looking over the assignee's shoulders and creating an impression of lack of trust. Just be patient as well as prudent.