

# DELEGATING LEADERSHIP

with Dr. Gavin Adams



# **A GROWING DILEMMA**

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**Leaders love progress, because  
progress fuels growth.**

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progress fuels growth.**

**Growth adds complexity...**

# **A GROWING DILEMMA**

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**Leaders love progress, because  
progress fuels growth.**

**Growth adds complexity and  
complexity constrains progress.**



**CONTROL!!!!**



# LEADERS FIGHTING FOR CONTROL

1 Every leader is great at **something**, but no leader is great at **everything**.



**Leaders ~~wish~~ they could do  
what ~~only~~ they can do.**



# LEADERS FIGHTING FOR CONTROL

- 1 Every leader is great at **something**, but no leader is great at **everything**.
- 2 No leader can **effectively** do everything that needs to be done.





**No leader wants an  
organization ~~small~~ enough  
to be ~~managed~~ alone.**

# THREE INEVITABLE OUTCOMES FOR CONTROLLING LEADERS

- 1 Leadership **burnout**
- 2 Organizational **stagnation**
- 3 Employee **departures**



**How can we create capacity  
while limiting complexity?**





**Deliberate Delegation is an  
intentional system of giving away  
specific responsibility and authority.**



# THE FOUR LEVELS OF DELIBERATE DELEGATION

- 1 Investigation
- 2 Informed Progress
- 3 Informed Results
- 4 Ownership





# THE FOUR LEVELS OF DELIBERATE DELEGATION

1

## Investigation

*“Research and  
report back...”*





# THE FOUR LEVELS OF DELIBERATE DELEGATION

2

## **Informed Progress**

*“Complete this task, but check-in along the way.”*



# THE FOUR LEVELS OF DELIBERATE DELEGATION

3

## Informed Results

*“Just let me know  
when it’s finished.”*





# THE FOUR LEVELS OF DELIBERATE DELEGATION

4

**Ownership**

*“Make this  
go away.”*





# THE FOUR LEVELS OF DELIBERATE DELEGATION

- 1 Investigation
- 2 Informed Progress
- 3 Informed Results
- 4 Ownership

# STEPS TO EFFECTIVE DELEGATION

- 1 Decide on the **right** person
- 2 **Specify** the desired results
- 3 Develop a **timeline**
- 4 **Define** the individual's or team's authority
- 5 Remain **available**





**The goal of deliberate delegation is  
neither to micromanage your team to  
abdicate your role, but to create  
personal margin, develop other leaders,  
and increase overall capacity and output.**



# MEET GAVIN



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