WORKSHEET + WORKED EXAMPLE

Delegate With Clear Boundaries

An agreement about the work, the decisions, and the support.

15 minutes together | Delegation agreement

Use it in three moves

1. Describe one piece of work and what a useful result would look like. Ask the person receiving it what they need.

2. Choose a decision boundary together. The choice belongs to this piece of work; it is not a rating of the person.

3. Agree when support is available, what needs escalation, and when to revisit the arrangement.

The work being handed over

What would a useful result look like?

Which decision boundary are we agreeing?

Choose together: bring options and I decide; recommend and check before action; decide within the boundary and tell me; or carry the work and bring exceptions to review. Match the choice to this task.

Decisions outside this agreement

Budget limits, approvals, safety, and commitments to other people.

Delegate With Clear Boundaries

YOUR WORKING NOTES / CONTINUED

Support you will actually provide

Time, access, introductions, feedback, or backup.

When should we stop and talk?

Name the signal, not just “if needed.”

When do we revisit this?

What would the other person change?

Write their words after the conversation.

Where are we now?

Choose: A proposal to discuss / We need to revise it / Agreed together

A question for me

What will I need to stop doing so this person can genuinely carry the work?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

The work being handed over

Arrange next month's community event

What would a useful result look like?

A welcoming evening for 40 people within the agreed budget.

Which decision boundary are we agreeing?

Recommend and check before action. Bring a proposed plan before making new commitments.

Decisions outside this agreement

New supplier contracts still need the director's signature.

Support you will actually provide

Access to last year's costs, a venue introduction, and 30 minutes on Tuesday.

When should we stop and talk?

Talk before committing if costs exceed the budget or access needs cannot be met.

When do we revisit this?

After the first venue visit

Where are we now?

A proposal to discuss

The thinking behind it

Nic treats relationships as places where people can change each other. Let the person receiving the work alter the agreement, including the support you provide.

This is an original Leader Rebellion agreement, drawing on the everyday practice of making responsibility and authority explicit. Its four choices are prompts for a conversation, not a proprietary maturity model or a ranking of people.

Read When Mattering Isn't Enough by Nic Payne