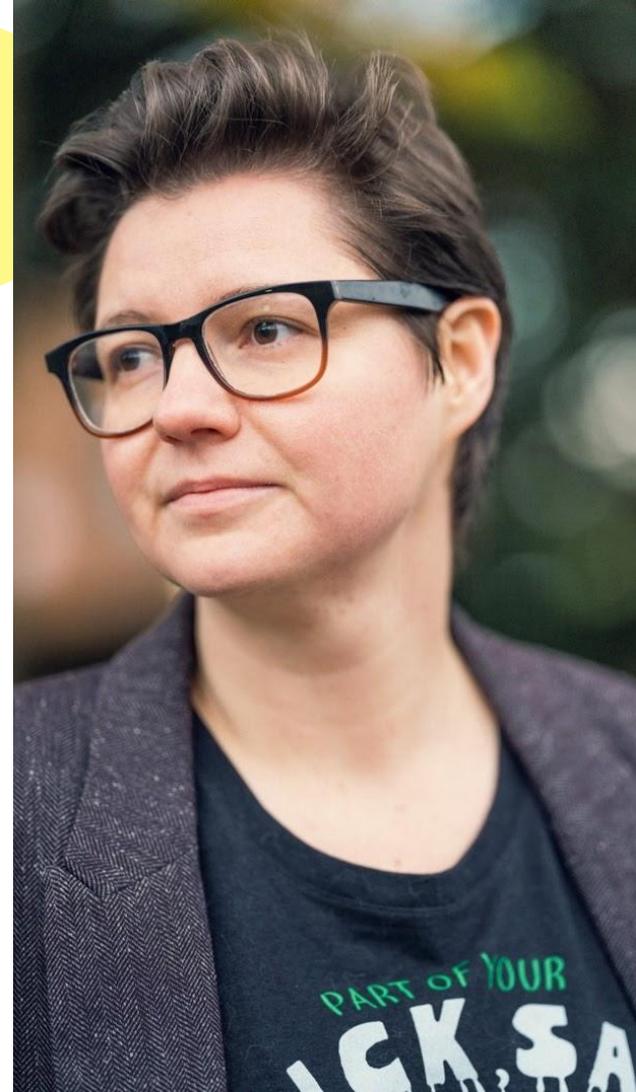# Shifting the Mindset of Delegation

Your Secret Weapon to Leadership at Scale

# Hello I'm Marta!

- Today: CTO working with the amazing teams at **BP Launchpad**

- Led tech and product teams big and small.

- Successfully managed myself out of multiple jobs.

- Ex-developer, ex-comic book artist.

- Proud cat mom, star wars geek and comic books fan.
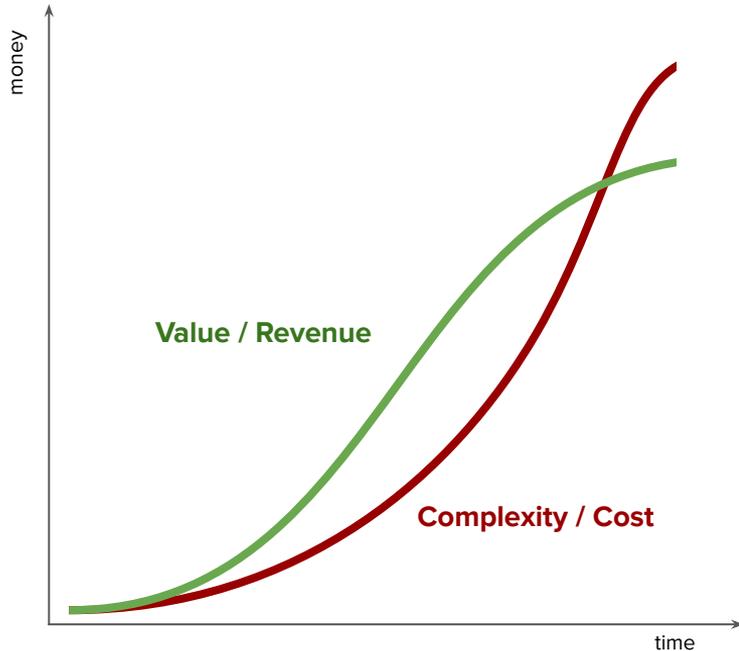
- Follow me on twitter: *@geekGirl1984*

It's scale-ups

Scale-ups everywhere!

# Scaling up is hard!

- **Explore** is the search for a return on investment.

- **Expand** is the switch to make a proven idea scalable.

- **Extract** is the optimization of solution delivery.

EXPLORE EXPAND EXTRACT

Kent Becks 3X: Explore/Expand/Extract

# Scaling up is hard!

## People
your team may be growing and/or in the need for new skills. Communication, keeping everyone moving in the same direction is becoming harder and harder.

## Platform
needs to be evolved and invested in to ensure it can scale and remain secure and sustainable as the business growth.

## Processes
adjusted for growth and cost management as well as exploration of new opportunities and strategic investments.

# CTO in a startup



team mgmt

data

devops

security

hiring

coding

testing

vendor mgmt

# CTO in a scaleup?



BURNOUT

How do ~~I make it somebody else's problem?~~ *delegate well?*

# Why do we struggle to delegate?

We think we can do it **better and faster**

We are worried we won't be **delivering value**

We don't know **what to delegate**

We don't **trust our teams** to deliver

Or maybe... **we just really like doing this job as it is?**

How far can you go if you're going fast but alone?

## It's time to share the workload when...

When your role has **significantly changed**

When you have your "day job" and **"the other part of the day job"**

When your team or your peers constantly give you **feedback** about it

When you find someone you actually **want to share the work with**

# What should we delegate?

# Understand your PAD

## Purpose
Why is your role needed in the organisation

## Accountabilities
Things that you need to deliver on

## Domains
Things you own and can make decisions about without anyone else's permission

You can't delegate things outside of your **Domain**. Which decisions will have consequences for you? Which ones are impacting you team?

Are there tasks that you are doing today that are not directly driving your **Purpose**? Can you delegate these? Do they belong to another team entirely?

Which of the **Accountabilities** can't happen without you? Which ones you can't deliver on your own?

# Purpose
Why is your role needed in the organisation

# Accountabilities
Things that you need to deliver on

# Domains
Things you own and can make decisions about without anyone else's permission

## Some things you probably shouldn't delegate:

Wellbeing of your direct reports.

Areas where you are the only expert in the team.

Decisions that are too risky for your team to take responsibility for.

Anything your team is not equipped to tackle at the moment.

# Equipping your team for delegation

## Purpose
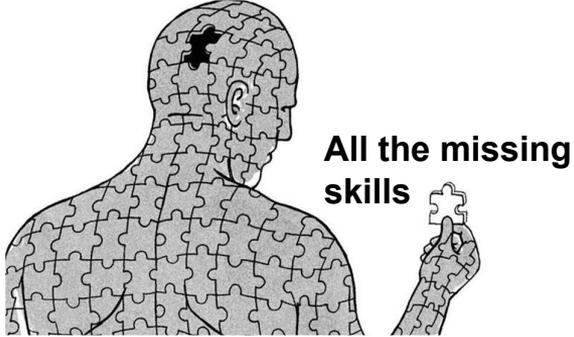Why is your team needed in the organisation

## Accountabilities
Things that the team needs to deliver on

## Domains
Things the team owns and can make decisions about independently

## Build your team PAD together

Identify skills, capabilities and expertise gaps

Invest time and effort in developing meaningful success metrics you all can commit to

Your team IS your secret weapon.
Protect them.

# Thanks!