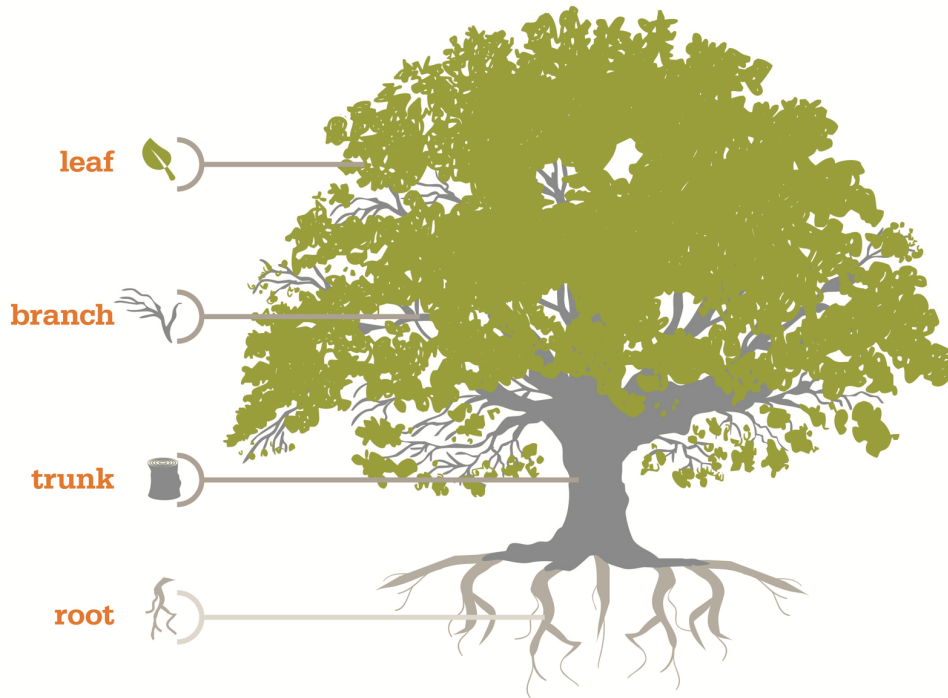


DECISION TREE MODEL FOR EFFECTIVE DELEGATION

fierce. CONVERSATIONS® Delegate



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- **Leaf decision:** Make the decision and act on it. There is no need to report the action that you took.
- **Branch decision:** Make the decision and act on it, and report the action on a daily, weekly or monthly basis.
- **Trunk decision:** Make the decision, but check in with the leader before taking action.
- **Root decision:** These decisions are made with input from many people or are decisions and actions reserved for the leader.



Someone can be delegated a responsibility at four different levels of the Decision Tree. Each level has a clear, concise definition of what is expected for that department or project and sets guidelines for how to interact with the leader.

How do you delegate tasks? Are you completing leaf tasks for your team members and leaving them powerless and frustrated? Do your team members ask you frequently, "Can we do this?" If so, then consider using this model for "effective delegation".

HOW TO USE:

1. Sit down with your team to discuss the various decisions that are being made and where they currently live on the tree. Then, determine where they should live on the tree going forward to insure effective delegation.
 - a. **Leaf Decisions:** send e-mail a customer confirming their order was received
 - b. **Branch Decisions:** give a refund to a customer
 - c. **Trunk Decision:** engage multiple departments in customer issue resolution
 - d. **Root Decision:** intentionally let a customer go
2. Discuss clear expectations with your team members and empower them to make good decisions, based on specific, written criteria.

Source: *Fierce Conversations* by Susan Scott