

Creating an R⁴ Delegation Agreement

Introduction

The aim is to create an agreement between Manager and Steward (person being delegated to) on:

1. Area of **Responsibility**
2. Desired **Results**
3. How Manager and Steward will operate: suggestion is for manager to **Respond to Requests** for support
4. Frequency of **Review** meetings

The suggested process is:

1. Manager and Steward separately write their answers to the following questions, then
2. Meet to form an agreement.
3. Review the agreement at Review meetings (expect it to evolve, especially at first and as circumstances change)

Responsibility

What is the area of Responsibility?

Results

What are the desired Results?

(tip: consider all stakeholders, and ask: what would they want to see happening?)



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shakya@briefmindfulness.com

+44-(0)-7981-097768

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What resources are required and available to help with this responsibility?

Are there any guidelines about how to, or how not to, go about this responsibility?

(tip: guidelines are helpful to avoid “re-inventing the wheel” or falling into common pitfalls, but too many guidelines undermine the scope for the steward to take responsibility)

Respond to Requests

How will Manager and Steward will operate between review meetings?
(suggestion is for manager to Respond to Requests for support)

Review

How often will review meetings happen?

When is the first review meeting going to happen?
(tip: get it in your diaries now!)



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