The delegation test.

Is it saving you work – or giving you a second job?

If I still have to remember it, chase it, check it and repair it,
I have not delegated it.

BEFORE YOU HAND IT OVER

01 Does this person take ownership?

They follow through, solve reasonable problems and flag obstacles before the deadline.

02 Can they see what needs to be done?

Clear instructions are reasonable. Narrating every microscopic step leaves all the thinking with you.

03 Will the task actually leave your brain?

If you need a reminder to remind them, you already have your answer.

04 Is checking easier than doing?

A finished document, confirmation or concise update should show the result. You should not need a forensic investigation.

One “no” is a reason to change the arrangement. A clearer brief can fix confusion.
It cannot make an unreliable person reliable.

THE HANDOVER BRIEF

Use this for one real task. Agree the result before work starts.

DONE MEANS	The result and proof you expect.
OWNER + DEADLINE	One person. One agreed date.
DECISION AUTHORITY	What they can decide without you.
IF SOMETHING BLOCKS IT	When to flag it, and what they have tried.
CHECK-IN + COMPLETION	When you hear back, and how they confirm it is done.

AFTERWARDS: DID YOU GET YOUR ATTENTION BACK?

Count your briefing, chasing, checking and repair time. Was it less work than doing the task yourself? If the same problem keeps returning, change who or what you delegate.

Bad delegation is simply another form of work.