# 🧰 Manager Toolkit – Base Drawer

## Delegation & Accountability

### Purpose

Equip managers to delegate effectively, build trust, and ensure accountability without micromanaging.

### Core Principles

- Delegation is about outcomes, not tasks.  
- Accountability flows both ways — managers provide clarity, employees provide follow-through.  
- Trust grows when responsibility matches capability.  
- Micromanagement kills initiative; autonomy fuels growth.

### Tools & Techniques

1. Define the Outcome, Not Just the Task  
 - State the “what” and “why” — let the employee own the “how.”  
 - Example: “We need a summary report of last month’s sales trends by Friday so leadership can make Q3 decisions.”  
  
2. Match Task to Capability  
 - Assign work based on skill, bandwidth, and growth potential.  
 - Stretch assignments are fine — but provide support.  
  
3. Set Clear Deadlines & Checkpoints  
 - Agree on timing upfront.  
 - Use checkpoints for progress without hovering.  
  
4. Document Expectations  
 - A quick written summary prevents misalignment.  
 - Example: follow-up email: “To confirm, you’ll have the draft report by Wednesday for review, final by Friday.”  
  
5. Close the Loop  
 - Review the outcome together.  
 - Celebrate success, or coach gaps constructively.

### Sample Script

“I’d like you to take the lead on this project. The goal is [X outcome], needed by [date]. You can approach it in the way that works best for you. Let’s do a quick check-in [midway date] to see how it’s going. Does that sound reasonable?”

### When to Use This Drawer

- Handing off projects or responsibilities.  
- Developing team members’ ownership skills.  
- Avoiding bottlenecks caused by manager overload.

📂 Base Drawer 1: Delegation & Accountability | Part of the Manager Toolkit – Core