SMARTer Entrepreneurs

I delegate, but it comes back to me

Five places to look, and how to choose where to start

Delegation has a boomerang quality in many businesses. The work goes out, a question comes back, and before long the work has come back with it.

Score each option

Score each option twice, from 1 to 5. Help: 1 hardly at all, 5 a great deal. Easy to start: 1 very hard, 5 we could start this week. The highest total is where to start; if two tie, pick the one you will really do this month. In most PDF readers, the totals add up for you.

Option, and the sign it may fit you	Help (1 to 5)	Easy to start (1 to 5)	Total
1. Agree how much freedom goes with the task. You hand over the job, but not the decisions.			
2. Hand over the method as well. The only instructions are in your head.			
3. Agree what good looks like, and by when. You check everything, because nobody agreed the standard.			
4. Resist taking it back. It is quicker to do it yourself, so you do.			
5. Develop the people you delegate to. There is nobody you would trust with it yet.			

An example

The owner of a property management business handed client reports to a manager, then rewrote every one. They agreed what a good report must contain, and that he would read only the first three. By the fourth, he had stopped reading them.

This month I will

.....

You do not need the perfect choice, only a better place to start than the one you would have picked without this page.

Want to talk it through? Book a Discovery Call at smarterentrepreneurs.co.uk

© 2026 SMARTer Entrepreneurs. Shared for use in your own business. Please do not copy, adapt or distribute it without permission. Version 1, November 2026.