

LET IT GO!

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**LET
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GO!**

How to *(Finally)* Master Delegation
& Scale Freedom Across Your Organization



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*How to (Finally) Master Delegation & Scale Freedom
Across Your Organization*

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*To the leader I supported early on, Joe Sun,
who first taught me about delegation
and letting go.*

*And to the leaders that followed,
who let me learn and then lead them on the
journey to delegation self-mastery.*

*And always, to my son Nathan,
who continues to remind me that none of
my work would exist without him.*

And, he's right!

CONTENTS

INTRODUCTION 1

PART 1 MINDSET

CHAPTER 1
**STEP 1: KNOW YOUR
MOST IMPACTFUL CONTRIBUTION 7**

CHAPTER 2
STEP 2: REPROGRAM YOUR VALUE 21

CHAPTER 3
STEP 3: SHIFT YOUR MINDSET 33

PART 2 TECHNIQUE

CHAPTER 4
THE DISCIPLINE 47

CHAPTER 5
THE ART 81

CHAPTER 6
THE SCIENCE 101

PART 3
EXECUTION

CHAPTER 7
RELIABLE AND REPEATABLE
DELEGATION 117

CHAPTER 8
THE TEN HABITS AND MINDSETS
OF ELEVATED LEADERS. 141

CHAPTER 9
CASCADING A CULTURE OF DELEGATION 161

CONCLUSION 173

INTRODUCTION

This book is about learning how to finally let go of the work that holds you and your team back from making your collective most impactful contribution. I firmly believe that as leaders, we are each put into the world to make an impactful contribution that only we can make. In my work I have found that delegation is the tool you can use to create the space you need to live out this mission and foster a *culture of delegation*[™] that starts with you. What I mean by culture of delegation is the deep-seated value your organization places on the effective distribution of responsibilities and tasks to achieve your company's vision and goals.

My journey with delegation has evolved over time. I spent my early career working as an executive assistant, supporting others in various capacities and organizations where I was delegated to. Years later, when I started my delegation company, I was both the entrepreneur and the assistant. I was servicing clients, learning how to be an entrepreneur, building out my business, and learning how to delegate to others.

My view on delegation is a 360-degree deep dive. I've been both a career "delegator" and a career "delegatee." At the printing of this book, I will have spent fifteen years running a delegation company where we have helped hundreds of entrepreneurs save tens of thousands of hours by teaching them how to "let it go" and increase their freedom and impact to do incredible work in the world. The thoughts, concepts, and solutions shared in this book are a culmination of both my experience as an award-winning entrepreneur running a delegation company and my work supporting the nation's top entrepreneurs.

As leaders, our teams and stakeholders are counting on us to show up each day with the strength and clarity required to make our biggest and most impactful contribution. The only way we can do this is by continuing to elevate ourselves through awareness, and intentionally conserving our time, energy, and focus. I'm convinced that the single best way to do this is through a fanatical and consistent commitment to delegation.

Delegation is deep work. It's hard work, but delegation is the foundation for the growth that creates freedom for you and your company. Once you master it, you teach and empower your team to master it. Through this commitment of letting go, the entire organization shifts into a team of people doing meaningful work that they love. They are happier in their work and stay in their jobs longer, and your company can make a bigger impact than you ever dreamed possible doing it all on your own.

This is the vision of a delegation culture. It's a retention strategy, a salvation strategy, and an impact strategy that you can implement within your business today to produce results. All it takes is an open mind, an open heart, and a willingness to go deep and think differently about delegation and what we are ultimately here to contribute.

I've structured the book in three parts with three chapters in each part. In Part 1, we start with the essential three steps to reframe your mindset. In my experience helping hundreds of entrepreneurs to delegate over the years, these three steps are the missing link for being able to delegate well.

Once you've done the deep work in Part 1, you'll learn the techniques for how to delegate in Part 2. This is the tactical side of delegation, consisting of three important components: the art, science, and discipline of delegation. All three must work together seamlessly for you to be able to feel the impact that delegation can bring.

In Part 3, it all comes together in execution. When you are right with yourself, and have developed the mindset and technique to delegate well, you can then start to cascade a culture of delegation through your team.

To help you on your journey, all resources discussed in this book can be found at our website, letitgodelegationbook.com.



This book isn't about what you've done wrong in the past, but how you can enjoy the freedom of delegating with the confidence to finally do it right. I get the frustration many business leaders feel, because I've been there and I understand the scar tissue you may have developed around delegation. It's time to put that all aside as I take your hand on this transformational journey to achieving effective, impactful delegation.

Mindset. Technique. Execution. This is your formula for success.

Are you ready? Let's do this.

PART 1



MINDSET



*“All great changes
are preceded by chaos.”*

—DEEPAK CHOPRA

CHAPTER 1

STEP 1: KNOW YOUR MOST IMPACTFUL CONTRIBUTION

“I am mine, before I am ever anyone else’s.”

—NAYYIRAH WAHEED

I firmly believe that each of us is here to make a special contribution that only we can make. When we know what our calling is, we find ourselves in the zone, overflowing with passion, excitement, and energy. In life and in work, your ability to identify, stay in touch with, and articulate your own most impactful contribution is the key to finding limitless freedom and to maximizing your purpose. It’s what I call an “elevated” state of mind and time.

The world needs each of us to bring our talents, deepest passions, and boundless energy to accomplish the special things we are uniquely suited to do. Unfortunately, as we build our businesses, careers, and lives, all too many of us lose sight of our own special abilities, as well as the talents of others around us, and how to best apply them to meet our goals.

In my business career, I've found that strategic delegation of work is the primary tool to get you from where you and your organization are now to where you're meant to be. Delegation is vital because the world needs each of us to elevate our time and energies to innovate and accomplish our objectives.

As your business evolves, you may find yourself holding a death grip on work that others could handle as well as or even better than you. Yet somehow you just can't let go. In our work at Delegate Solutions, we fight this battle every day with the entrepreneurs we advise.

For example, take our client Henry. As he moved from a solopreneur to having a small team, he struggled with being able to let go of his day-to-day tasks. At times this came across as being hyper-critical because he was micromanaging his team to excess, always wanting to oversee every little detail of his business. He wanted to review everything he had delegated with a fine-tooth comb, including social media posts, order forms, and email responses, simply because until that moment he'd been the only person who had ever handled those tasks. However, our team was able to slowly build

trust over time through consistent execution and care to gently force him out of those habits and elevate himself as the *visionary* of his company.

There are many reasons why my team and I are determined to help business leaders let go of their death grip on work. We have seen that some leaders have become used to attributing their value and contribution to how busy they are, and they become more concerned with their output, rather than their impact. Entrepreneurs can become very comfortable in “busyness,” so much so that they can potentially spend their entire careers attending to tasks because it becomes a safe, comfortable space and makes them feel useful.

As our teams grow and evolve, if we aren’t careful, we can start to settle in and slowly assume the persona of being the “hero” of our companies. We find ourselves getting rushes of dopamine from being regarded as the one who swoops in to solve every single problem in our companies. We can get pleasure from the feeling of being needed all the time. We may subconsciously even start to feel so energized by being the hero, or bored by what we are doing each day, that we actually start creating the messes and fires in our business to keep the adrenaline flowing.

Perhaps you’ve met a woman like Sue. She’s always running around like her hair is on fire. She’s triple-booked every day, and makes promises she can’t keep because she’s too busy to execute on

anything. Her team is endlessly turning over because they have to spend the majority of their time cleaning up her messes, and they are powerless to change it.

Like Sue, many of us are so overwhelmed with the busyness of our business that we've lost touch with *what* we really wanted to spend our time on. We've been distracted from what we originally felt called to do, and from the impact we wanted to make through work and in our personal lives. We find ourselves all too comfortable and busy doing work that sucks the life out of us, and we can find ourselves stuck here.

We must find ways to shift our own thinking to value the ideas we have over the tasks we do.

People follow their leaders to the extent that companies become so busy executing that no one is innovating. This is because the someone who should be innovating is *you*, but you're so busy saving the day, or ordering all of the office supplies, that you're missing opportunities to make a real impact. We *must* find ways to shift our own thinking to value the ideas we have over the tasks we do.

I've learned over the years that a company without a visionary creates a vacuum, and can die from lack of innovation. Your ability to connect with, value, and articulate your most impactful contribution creates a lens from which all delegation extends. It forces you to be clear on what you want to spend your time and energy on *before*

you start to delegate. This lens helps you quickly and easily filter out activities that are out of alignment with your most important work and allows you to easily spot possible delegations more clearly than you could before.

When you focus on valuing and embracing your unique contribution—when you truly understand it and create boundaries to protect it—then you are finally ready to delegate. The clarity that comes with understanding what you want to spend your time on allows you to clearly spot all the things you are missing, and gives you a roadmap to freedom.

In the past, your delegations may have occurred haphazardly, impulsively, and without much thought. You may feel that delegation hasn't really moved the needle for you in relation to the time you were able to free up. That's likely because the delegation only created a vacuum of time for you, where the time saved through delegation just got refilled with more busy work.

Parkinson's Law applies here: "*Work expands to fill the time we allow to complete it.*" For delegation to work well and for you to finally let go, you *first* have to bring clarity to what you want to do with the time you free up, and then start to delegate from there.