

# Delegation Readiness Matrix

From the Keep Growing newsletter by Gunjan Doshi

## HOW TO USE THIS MATRIX

Most founders delegate too late and for the wrong reasons. This matrix gives you a consistent test to run before releasing any decision, workflow, or responsibility. The goal is not to delegate everything. It is to know exactly what is keeping you in things that should not require you, and to build the infrastructure that makes the release safe.

For each area of your work, answer four questions. The answers tell you whether to delegate now, build first, or hold for now. Use it before any delegation conversation and review it quarterly.

## THE FOUR READINESS QUESTIONS

- Q1** Is the success criteria clear enough to measure without me?
- Q2** Does the person or system receiving this have the context to catch edge cases?
- Q3** Is the feedback loop fast enough to catch problems before they compound?
- Q4** Is the cost of a mistake recoverable?

The rule: If all four are YES → delegate fully. If any are NO → the fix is not to hold tighter. It is to build what is missing before you let go.

## THE MATRIX — RATE EACH AREA OF YOUR WORK

Task / Decision Area	Q1 Clear Criteria?	Q2 Full Context?	Q3 Fast Loop?	Q4 Recoverable?	Decision (Delegate / Build First / Hold)
Client proposals & scoping					
Hiring decisions					
Budget approvals					
Team performance reviews					
Product / delivery sign-offs					
Vendor & partner negotiations					
Internal escalations					
Strategic planning					
Board / investor communications					
Process design & documentation					

Rate each column Y (Yes) or N (No). Write your decision in the final column: Delegate Now / Build First / Hold.

## YOUR 30-DAY ACTION LIST

**What I will delegate in the next 30 days:**

**What infrastructure I need to build before I can delegate:**

**Who I will have the delegation conversation with first:**

***Keep Growing.***