

S3 Delegation Canvas

rev. 2021-05-15

The S3 Delegation Canvas is a tool for negotiating and clarifying the delegation of a domain to a team or an individual. Sections are numbered to indicate the suggested order of moving through the canvas.

The Delegation Game: a simple and fun activity for defining and delegating a new domain, or for developing shared understanding and revealing misconceptions about an existing domain. To play, gather those delegating the domain (e.g. a manager) and those the domain is delegated to (e.g. somebody in a role or position, or the members of a team). Set a timer for 15 minutes and have each participant fill in their own copy of the canvas, then go through the canvas section by section, compare notes and agree on the details of the domain.

<h2>Primary Driver / Purpose</h2> <p><i>What purpose does the team (or role) serve in the organization?</i></p> <ul style="list-style-type: none"> Why does the team or role exist? What is the organizational need it responds to? <p>1</p>	<h2>Key Responsibilities</h2> <p><i>What are the delegatee's main responsibilities, i.e. objectives, or essential work and decision making being delegated?</i></p> <ul style="list-style-type: none"> list at least the top three responsibilities describe them in a way that that enables measuring success <p>2</p>	<h2>Dependencies</h2> <p><i>What are the essential dependencies between this domain and other parts of the organization?</i></p> <p>Describe customers (those who consume the team's output), providers of products or services essential to the work of the delegatee(s) (include reasonable expectations about the delivery) as well as shared resources (if any).</p> <p>3</p>	<h2>External Constraints</h2> <p><i>What are important external constraints to the autonomy and influence of the delegatee(s)?</i></p> <p>Constraints may be related to customer requirements, to the outside world, to essential stakeholders in the organization, to other responsibilities the delegatee(s) may have, or to the preference of the delegator. Consider decisions requiring authorization; legal, time, or budget constraints; audits and/or expected reporting; and organizational strategy or values.</p> <p>4</p>
<h2>Key Challenges</h2> <p><i>What are the three most important known (or anticipated) challenges the delegatee(s) might face?</i></p> <p>Consider the outside world, the organization itself, the delegator and the specific delegatee(s). Look for risks, vulnerabilities, variables, uncertainty, complexity, and lack of skills or resources.</p> <p>5</p>	<h2>Key Deliverables</h2> <p><i>What does the team/role provide to achieve its purpose and meet the key responsibilities and key challenges?</i></p> <p>When describing deliverables, take into account what other parties would expect from the team / role.</p> <p>6</p>	<h2>Competencies, Qualities and Skills</h2> <p><i>What competencies, qualities and skills are required – or at least preferable – to successfully achieve the purpose of this domain?</i></p> <p>Consider what you listed as Key Responsibilities, Key Deliverables and Key Challenges.</p> <p>7</p>	
<h2>Key Resources</h2> <p><i>What are essential resources the delegatee(s) can make use of?</i></p> <p>Examples: time allocation, budget, privileges, facilities, hardware, software, etc.</p> <p>8</p>	<h2>Delegator Responsibilities</h2> <p><i>What is the delegator's contribution to the success of the delegatee(s)?</i></p> <p>Responsibilities should be specific and measurable, so they can be reviewed and developed over time.</p> <p>9</p>	<h2>Key Metrics</h2> <p><i>What are the critical indicators of progress, project health or performance?</i></p> <p>Prefer simple, continuous and actionable metrics related to the domain's purpose, key responsibilities, challenges, deliverables, and delegator responsibilities, and define specific targets, acceptable range or tolerance.</p> <p>10</p>	<h2>Monitoring and Evaluation</h2> <p><i>How will you monitor the key metrics, and when (and how) will you evaluate the success of the team/role?</i></p> <p>Define when to you check the key metrics, and who will do it. Agree on a schedule for a detailed evaluation, any evaluation criteria in addition to the key metrics, and any other relevant aspects of the evaluation.</p> <p>11</p>

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Name of the Domain

Delegator(s)

Author(s)

Date/Version

Primary Driver / Purpose

Key Responsibilities

Dependencies

External Constraints

1

2

3

4

Key Challenges

Key Deliverables

Competencies, Qualities and Skills

5

6

7

Key Resources

Delegator Responsibilities

Key Metrics

Monitoring and Evaluation

8

9

10

11

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Name of the Domain

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Primary Driver / Purpose

1

Explain the purpose of the team (or role) in the organization, clarify the organizational need it responds to.

Key Responsibilities

2

Clarify at least the top three responsibilities (i.e. objectives, essential work and decision making being delegated), preferably with a measurable outcome for each one.

Dependencies

3

What are the essential dependencies between this domain and other parts of the organization? Describe who relies the team's output (customers), who provides key products or services (providers), and shared resources (if any).

External Constraints

4

List at least three important constraints to the autonomy and influence of the team/role (e.g. decisions requiring authorization; legal, time or budget constraints; audits; expected reports).

Key Challenges

5

Identify at least three important known (or anticipated) challenges for the team/role. Consider the outside world, the organization itself, the delegator and the specific delegatee(s). Look for risks, vulnerabilities, variables, uncertainty, complexity, and lack of skills or resources.

Key Deliverables

6

Describe at least the top three deliverables (products, services, experiences or transformations). Take into account what other parties would expect from the team / role.

Competencies, Qualities and Skills

7

What competencies, qualities and skills are required – or at least preferable – to successfully achieve the purpose of this domain? Consider what you listed as Key Responsibilities, Key Deliverables and Key Challenges.

Key Resources

8

List essential resources the delegatee(s) can make use of, e.g. time allocation, budget, privileges, facilities, hardware, software, etc.

Delegator Responsibilities

9

What is the delegator's contribution to the success of the delegatee(s)? Responsibilities should be specific and measurable, so they can be reviewed and developed over time.

Key Metrics

10

List at least three critical indicators of progress, project health or performance related to purpose, responsibilities, challenges, deliverables or delegator responsibilities. Define specific targets, acceptable range or tolerance.

Monitoring and Evaluation

11

Define when the key metrics will be checked, and who will do it. Agree on a schedule for evaluating the success of the team/role, any evaluation criteria in addition to the key metrics, and any other relevant aspects of the evaluation.

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