

Placing a Task on the Delegation Ladder

Run with the team that does the task. Ten minutes.

TASK: _____

Who does it today: _____

Roughly how often: _____

1. COST WHEN WRONG

The worst plausible version, not the average.

Answer: _____

Circle one: low medium high

2. REVERSIBILITY

Write the actual undo, in steps. If there is no undo, write "none."

Answer: _____

Circle one: easy partial none

3. SPEED OF DETECTION

How long until someone would know. Put a number on it.

Answer: _____

Circle one: minutes hours days never

4. CERTAINTY OF DETECTION

Name the mechanism and the person. "Someone would probably notice" is a no.

Mechanism: _____

Person: _____

Circle one: automatic manual none

PLACEMENT

Every answer sets a ceiling. The task sits at the lowest ceiling any answer gives it.

COST WHEN WRONG

low 5 medium 4 high 3

REVERSIBILITY

easy 5 partial 4 none 3

SPEED OF DETECTION

minutes 5 hours 4 days 3 never 2

CERTAINTY OF DETECTION

automatic 5 manual 4 none 3

This is deliberately conservative. Four middling answers land at rung 4, not rung 5, because nothing about a middling answer earns unattended work. To go higher, do not argue with the table. Improve one answer, usually certainty, and run it again.

The table scores the task as it runs today, not the task you intend to build. That is why the placement line below has two fields.

Rung today: ____ Rung it should be: ____

One sentence on why: _____

DONE WHEN: the rung is written where the team can see it and one person has said it out loud in a team event.