

LEADS STEP: DELEGATE AUTHORITY

The Team Scorecard

Four measures, one owner each. Nehemiah rebuilt a wall in fifty-two days by putting a name beside every section (Neh. 3). A measure that belongs to everyone belongs to nobody.

- 1

Choose four measures

One for people, one for quality, one for speed, and one for developing others. Four is the limit.
- 2

Name one owner each

A person, not a team. No person owns more than two.
- 3

Hand over the decision

Write what each owner may now decide without asking.
- 4

Set the dates

Review at 30, 60, and 90 days. The owner reports, not the leader.

MEASURE	OWNER	TODAY	90-DAY GOAL	MAY DECIDE ALONE
REVIEW DATES	30 DAYS	60 DAYS	90 DAYS	

How to use: if a measure has not moved after two reviews, change the action, not the owner.