

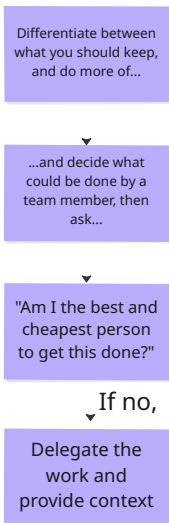
Failure to delegate well results in (bad) outcomes like...

Could cause more work	Work done at wrong level	Cost - impact on profitability	The work you should be doing is ignored	Missed learning opportunities	Unclear/unfair expectations	Lack of growth
All parties	Lack of trust	People can leave	General inefficiencies	It'll bite your bum		

We're afraid to/unable/unwilling to delegate because...

It's quicker if we do it	Lack of trust	Managers afraid to develop people	Afraid of overloading	Maintain status quo - we don't like change	Won't relinquish control	Don't have the time to train people?	Lack of appropriate people
Relationship with one individual	Busy-ness is a badge of honour	People's pushback/lack of confidence	New technology	Belief your team is too busy	Urgency of task		

How to decide what to delegate...



What might "context" be?

Timing	Who it's for	Output	Time allowance
Strategy	"How often would you like me to check in with you?"		

Overcoming the four main challenges

The dopamine
hit of personal
productivity

Employees'
requests for
help

Individualised	Acknowledge request	Make time and listen			

Managing the
boss's
expectations

Ask which one is priority?	Be open about priorities	Request more support	Acknowledge context...	Either/or	

Understanding
the "work" of a
leader/senior

No understanding of what that level entails	Are we really empathetic	Leading and developing team	Supporting	Strategy	