

# Sales and Service Excellence

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## MANAGEMENT/DELEGATION

### Micromanaging *Break the deadly cycle.*



by John Beeson

**S**INCE MICROMANAGING LEADS to a negative reputation and fewer promotional opportunities, switch that energy to adopting the discipline to delegate effectively. Managers who are perceived by their troops as meddlesome micromanagers are likely viewed by senior executives as not having the bandwidth to step up to higher positions and handle greater responsibilities. To get unstuck and become a leader, learn how to delegate and make sure matters don't fall through the cracks.

*A micromanager sends danger signals to senior management that he or she would be overwhelmed at higher responsibility and has little time to spend on executive-level tasks like shaping strategy or innovation. Senior executives look for managers who can ensure implementation without getting too involved in the details at low levels.*

Too many managers tend to either delegate everything with little follow-up or try to tightly control the work.

You can achieve the right level of delegation and dramatically increase your odds of moving up by observing four tips:

**1. Know the activities that you need to be centrally involved in.** Look at issues most critical to the organization's success and where you add the great-

est value. Then be aggressive in identifying opportunities to *delegate responsibility for tasks and issues that are less vital.*

**2. Grasp the capabilities of each staff member.** Who are those most capable of taking on responsibility for certain tasks and decisions? Stretch them to take on more. Focus your communications with them on *what* is to be done and *why* the task is important. But *leave the how of the task—how it will get done—to that person.* Let staff members know their *degree of freedom* to make decisions and the *criteria* you'll use to evaluate work.

**3. Find ways to reinforce implementation while reducing daily involvement.** Work with your team to create metrics that help focus people's attention on key priorities. Also, consider deputizing one of your staff members to follow up on your behalf to make sure implementation is on course and that team members are communicating with each other.

**4. Establish a plan to delegate more each year.** For your team to increase its performance—and for you to focus on vital issues and position yourself as C-Suite material—the team's capability to execute must increase each year. *Each team member needs to get better at operating independently, and you need to keep bringing in stronger team members.*

To break out of the micromanagement cycle, strengthen your team's capability and put in place the reinforcers that ensure predictable implementation. **SSE**

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**ACTION: Break the cycle of micromanagement.**



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