

3. Do the Recommended Readings

Reading some or all of the following articles will both help you to reduce the counterproductive behaviors associated with this dimension and also give you useful guidelines for developing the Target Behaviors in the next step.

Micromanagement
Delegation
Perfectionism

You can find useful articles on these topics on the web. Simply go to Google and type in a search like "Micromanagement" and then select an article to read. We particularly recommend articles on websites like Mindtools and Businessballs.

Summarise what you have learned from these readings:

I recognised myself in many of the symptoms of micro management in one of the articles. This is what I do. Resist delegating. Immerse myself in overseeing the projects of others. Start by correcting tiny details instead of looking at the big picture. Take back delegated work before it is finished if I find a mistake in it. Discourage others from making decisions without consulting them. It confirms what I have been suspecting - I restrict the ability of my staff to develop because I over manage them, and demoralise them because I stifle their initiative. Deep down I have become aware that I believe that they can't do things as well as I can. I read an article on delegation and realised that developing sound delegating skills will help me to let go and let people get on with things. The key learnings for me were to be clear and explicit about things like desired outcomes, boundaries and constraints. This will satisfy my need for control. However from there I need to step back and take a support role. Ensure team members have the skills and power to do what I require of them, involve them, build motivation, be available when they need me but leave the ball in their hands until the agreed deadline has been reached. Reading the article on perfectionism also made me aware that I don't realise when things are actually good enough. Going forward I am going to focus mostly on honing my delegation skills and once I have that under the belt, I am going to come back to the matter of perfectionism. I need to learn to focus on the bigger picture and not so much on the detail.