

# Flourish

Staff development that bears fruit

## April News & Views



April makes me think of Spring Cleaning and fresh starts. I wonder how many of you wish you could make a fresh start with team members? Often as a manager, even a very experienced one, we can struggle with **delegation**. It seems like an easy enough concept, you're the manager, they are the staff hired to carry out tasks that you allocate. But I know this is not always as simple as it sounds. So, let's Spring Clean our **delegation strategies** this month!

Happy April, best wishes

*Best wishes from Lainy Russell, Flourish Founder*

*Lainy R*



### Quick Tip

#### Understand Your Team's Strengths

I know you've heard this a million times, but from my experience working with many diverse teams, knowing who is good at what and actually using the information to delegate are two very different things.

Identify each person's skills and expertise properly using a meeting or team development day. Keep it on a spreadsheet if you have to! Then look at all the tasks in your area and match the most obvious ones first. Then there will be mid range ones you may have to think about, but there may be **very hard ones**. These are the ones to take back to a the team to discuss sharing them fairly with their input!



### The Trip!

#### Don't do it all yourself

It's so easy to 'not' delegate and try to do everything yourself, it's 'quicker', less stress and you know it's done your way.

#### Why this is a bad idea

- You will burnout & effect your wellbeing
- You deny your team to develop
- You are not succession planning
- You may not be the best person
- You are not creating a collaborative working environment



### Deeper Dip

#### Why Delegation is the Secret to Success

Delegation isn't just about handing off tasks, it's about empowering others, boosting efficiency, and creating a more collaborative workplace.

**At Flourish we teach the four 'M's of management which help with delegation.**

#### **MODEL – MENTOR – MONITOR - MEASURE**

#### Let's start with the basics:

##### **1. Understand Your Team's Strengths:**

Identify each person's skills and expertise so you can assign tasks to the right people. Delegating becomes a win-win situation when the task aligns with their strengths.

Read this months Quick Tip

##### **2. Communicate Clearly:**

Set clear expectations, provide necessary resources, and establish deadlines to ensure everyone is on the same page. Ensure understanding, don't just assume; dump & run!

##### **3. Trust Your Team:**

Avoid micromanaging. Show trust in your team by giving them autonomy to complete tasks their way. Competence does not always equal YOUR WAY, let go of the reins to develop staff

##### **4. Provide Feedback:**

Offer constructive feedback and acknowledge successes. It helps build confidence and encourages growth.



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## Deeper Dip cont.

### MODEL – MENTOR – MONITOR - MEASURE

Staff take their cues from you, both consciously and unconsciously, if you say “wear safety goggles at all times in the workshop” then walk around without them on, guess what happens? You accurate, **MODEL** the behaviour you want to see in the team, every time you perform tasks, speak to people and the behaviour you display is training the people around you.

If you are modelling competently then it’s time to **MENTOR** your staff to become better, more competent and more successful. This applies to established staff as well as newer members.

[Here is some information to help you](#)

Now we are on a roll you will need to dip in and **MONITOR** staff progress, NOT micromanaging, but helpful support to see they understand and have everything they need. It is more comfortable for a person to ask for help if you start the conversation than to expect them to come to you if they are feeling insecure or are scared of failure.

A really important step not to be missed, is to **MEASURE** their impact, competence and achievements. Firstly, you need to know this so that staff training and development is accurate and appraisals are insightful and meaningful. However, you should be giving feedback all the time; praise and reward is vital for personal and professional growth and knowing where you need to mentor staff is crucial for your success as a whole team.

### The psychology behind delegation

Delegation at work taps into various psychological principles that can influence both the leader and the team. Understanding these principles can make delegation more effective and foster a healthier workplace environment. Here's a breakdown:

#### Trust and Autonomy

**Trust:** Delegation requires leaders to trust their team members, and when trust is reciprocated, employees feel valued and empowered.

**Autonomy:** People tend to be more motivated and productive when given control over how they approach tasks. This aligns with Self-Determination Theory, which emphasises the importance of autonomy in fostering intrinsic motivation.

#### Responsibility and Ownership

Delegating work can teach a sense of responsibility and ownership in staff. Feeling accountable for a task often leads to greater effort and commitment.

#### Competence and Confidence

Assigning tasks based on an individual’s strengths boosts their confidence and reinforces their sense of competence. This aligns with **Positive Reinforcement** principles in psychology, where success encourages further effort and skill development.

#### Stress and Relief

For managers, delegation reduces workload and decreases stress, allowing them to focus on higher-level responsibilities. On the flip side, poorly executed delegation like micromanaging or unclear instructions can create stress for both parties.

cont.



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## Deeper Dip cont.

### The psychology behind delegation

#### Social Identity and Recognition

When tasks are delegated effectively, employees feel trusted and recognised as valuable team members. This contributes to their social identity within the workplace and fosters a sense of belonging.

#### Growth and Development

Delegation provides employees opportunities to develop new skills, expand their expertise, and grow professionally. This also ties into the concept of **Zone of Proximal Development** from educational psychology—where people learn best when slightly challenged but supported.

#### Pitfalls:

Delegation can be a game-changer, but there are some common pitfalls people often encounter. Here's a list of the biggest mistakes:

- **Failing to delegate at all**
- **Choosing the wrong person**
- **Micromanaging**
- **Lack of clear instructions**
- **Not providing adequate resources**
- **Ignoring follow-up and feedback**
- **Overloading team members**
- **Not delegating meaningful tasks or low value work**
- **Taking credit for others' work**
- **Not learning from mistakes** (If a delegation effort doesn't go as planned, failing to reflect and improve can lead to repeated issues).

Effective delegation is about finding the right balance between guidance and independence, while fostering trust and growth. Would you like advice on avoiding these pitfalls in your newsletter?

#### Challenges:

Sometimes, reluctance to delegate stems from a psychological need for control or fear of losing relevance. Additionally, employees may hesitate to take on delegated tasks if they fear failure or lack confidence. Overcoming these barriers involves clear communication, empathy, and a culture of support. The psychology behind delegation emphasises balance, entrusting others with meaningful work while providing the guidance they need to thrive. When done right, delegation is not just about getting things done; it's about building trust, engagement, and growth across the board.

*Lainy P*