



March 9, 2023

I've been reflecting this week on when I got my very first promotion from individual contributor to manager. This was the year... (yeah, no way am I divulging how long ago that was!).

I remember feeling joy and so much pride in this huge accomplishment.

I remember feeling excitement for this next step in my career.

And... I remember feeling TERRIFIED that I now had to manage co-workers who had, up until that point, been my peers.

How was I ever going to lead them? Who was I to actually assign them tasks? When projects came across my desk, I definitely said to myself more than once:

*"I want my team to still like me, so I'll make their lives easier and just do this myself."*

Other thoughts that often arose for me included:

🤔 *"I know what I'm doing and I'm not sure anyone could do it better or faster, so I'll just handle this on my own."*

🤔 *"I'd like to delegate this assignment, but it will take too much time to train someone else."*

🤔 *"My brain is wired as an individual contributor! Where do I even begin with delegation?"*

This is a struggle I hear often with my clients - and not only with new managers!

I sometimes hear from established leaders that delegation can come with:

- ➔ Guilt ("*This is something I don't like doing, so I'll just delegate it.*")
- ➔ Imposter syndrome ("*I should know how to do this, and I don't!*")
- ➔ Vulnerability ("*I REALLY don't want to ask for help.*")

No matter your level, delegation can feel TRICKY - and here's what to remember when you're faced with panic at the prospect of it:

- ✓ Delegation is an asset to help you manage your team's workload more effectively.
- ✓ It can provide opportunities for more junior employees while boosting their morale.
- ✓ With delegation, trust gets built over time between you and your direct reports.
- ✓ To all the perfectionists out there - you get to stretch as a leader by acknowledging there can be more than one way - ie YOUR way - of accomplishing a task.
- ✓ It frees yourself up for other, new responsibilities.

If you're looking for help in this area, download my [free Delegation Cheat Sheet here!](#)

And if you have a story to share about delegation or struggle with this area of your career, reply to this email and let me know - I'd love to not only trade stories, but see if I can help!

All the best, Tracy