

Manage less for a stronger team



You may feel as if you have to be a continuous presence for your team to exceed expectations. But once your staff is trained and knows what's expected, checking in less often gives them more time to get the work done. It also can help build trust. And let's face it: It's not as likely to burn you out.

Some managers like to see the wheels turning to put their minds at ease. We're only human. And seeing can help with believing. But try this exercise: Take a minute to write down all the things you're responsible for when it comes to your team.

When you boil it all down, your top priorities probably fall into a few main categories. And you likely have processes in place to address them. Here are some common examples:

Category	Processes
Work quality and timeliness	<ul style="list-style-type: none">• Audits and/or reviews, both internal and external• Track appropriate turnaround times and project deadlines — use “milestone” deadlines for long-term projects• Team meetings and 1:1 meetings with team members
Compliance	<ul style="list-style-type: none">• Review code of conduct or other guidelines• Bring questions or complex issues to HR
Culture	<ul style="list-style-type: none">• Proactively build a positive culture• Model the behaviors you'd like to see
Staff training and education	<ul style="list-style-type: none">• Schedule enough time to go over new processes• Allow team members time to absorb what they learn and build up to full speed
Removing obstacles	<ul style="list-style-type: none">• Manager meetings with larger business area• Call or e-mail helpful coworkers in your network
Planning and talent development	<ul style="list-style-type: none">• Discuss development goals with each team member and help set a plan in motion• Recommend trainings and on-the-job opportunities that align with each team member's goals

If you came up with different categories, you can add them to the chart, along with processes already in place that address them. If your organization is missing built-in processes such as those listed, see if you can implement them. And try not to overdo requests for status reports. Remember — they take time away from the work itself.

As long as your team's performing well and you're managing where it counts, you can think of yourself as the rudder rather than the oars. Less can really be more when it comes to guiding your team to success.

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