

### **Performance Improvement - establishing expectations and boundaries within roles**

One of the most common issues managers have when they are high performers and experienced in their roles is finding people who can also achieve great results and meet their standards and expectations. This takes time and training, and often somewhere during this process issues may arise.

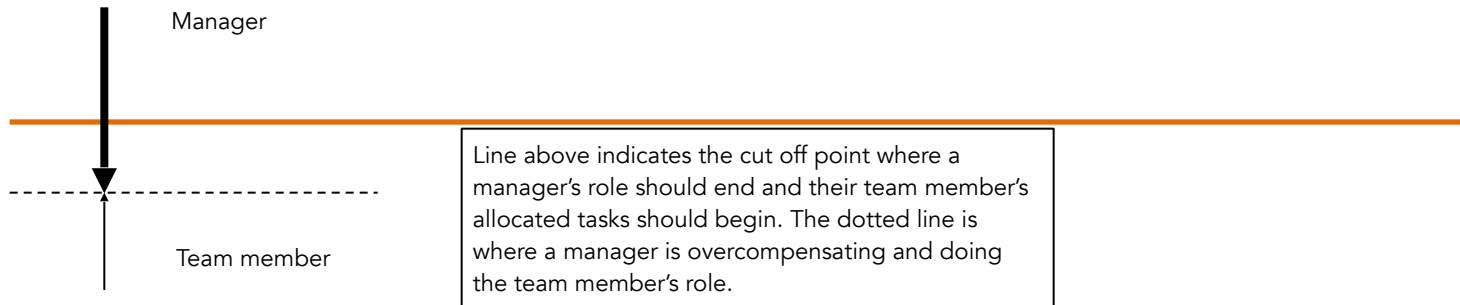
As a manager you may feel as if you are doing everything and no one else is trying as hard as you, or is as capable.

#### **Over compensating**

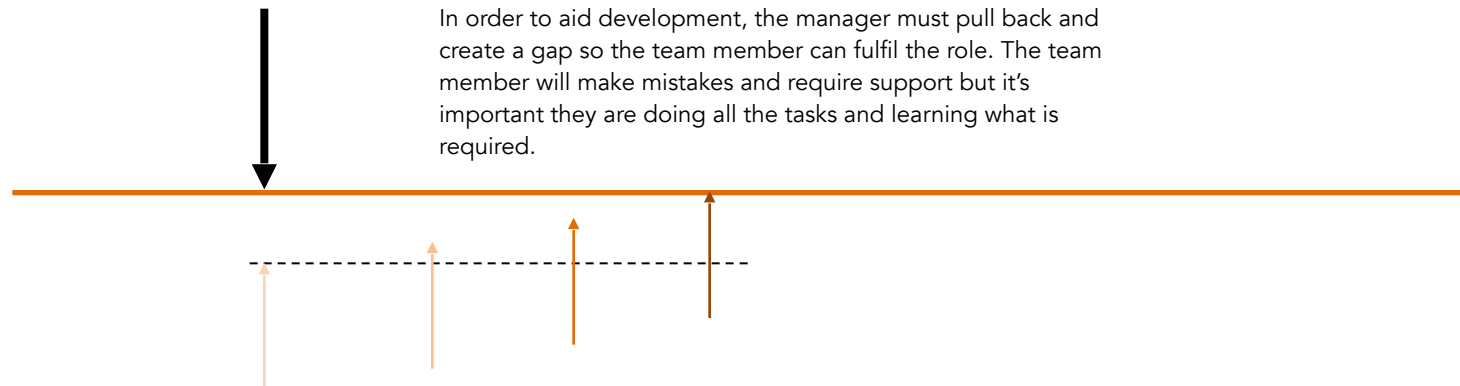
If someone in your team is not up to speed, you may start to do part of their role to ensure the work is completed and done well. Doing this briefly, to give someone a bit of head space if they are really struggling, is quite different to taking away tasks and decisions because you believe they can't do the job.

It's difficult to learn and improve if you don't get enough repetition, practice, experience, and direction. It's important that tasks remain with the person and you help them become good at their role, or you will lose a very important opportunity of having time to step up yourself and focus on learning new skills and delivering at a higher level. See the Delegation Model in our Resources section for ideas to help achieve this.

A. Are you over compensating?



B. Next step



C. Ideal position

