



## Avoiding Micromanagement

### *Helping Team Members Excel – On Their Own*

You've assigned an important task to a talented employee, and given him a deadline. Now, do you let him do his work and simply touch base with him at pre-defined points along the way – or do you keep dropping by his desk and sending e-mails to check his progress?

If it's the latter, you might be a micromanager. Or, if *you're* the harried worker trying to make a deadline with a boss hovering at your shoulder, you might have a micromanager on your hands – someone who just can't let go of tiny details.

Micromanagers take perfectly positive attributes – an attention to detail and a hands-on attitude – to the extreme. Either because they're control-obsessed, or because they feel driven to push everyone around them to success, micromanagers risk disempowering their colleagues. They ruin their colleagues' confidence, hurt their performance, and frustrate them to the point where they quit.

Luckily, though, there are ways to identify these overzealous tendencies in yourself – and get rid of them before they do more damage. And if you work for a micromanager, there are strategies you can use to convince him or her to accept your independence.

First, though, how do you spot the signs of micromanagement? Where is the line between being an *involved* manager, and an over-involved manager who's driving his team mad?