

Centre for School Leadership: ACCS Conference: Self Reflection

Return to Exercise 2:

Have a look at the seven factors which impact on distributed leadership.

Take a look at your lowest three scores.

What could you do to improve this score?

Number _____

Number _____

Number _____

Why are we reluctant to distribute leadership?

Professor David Clutterbuck writes the following:

- **Reluctance to lose control** (hence micromanaging) – often an indication of lack of confidence in themselves as much as lack of confidence in others
 - **Power - play** (keeping knowledge and/or skills to themselves to prevent others becoming a threat)•
 - **Self-indulgence** (doing things they enjoy or feel they have mastery of, rather than things that are most important)
 - **A mistaken belief** that, if you want something done well or quickly, you should do it yourself•
 - **Lack of skill or will** to coach direct reports so they can be delegated to
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Questions to ask ourselves

1. In what ways are you genuinely indispensable?
2. If you delegated everything you do now, what would improve in your department?
3. What would it be like for you, if you had a reputation for developing talent in your team?
4. What would give you the confidence to let go?
5. What would happen if you believed in your team more?
6. How could you delegate 25% or more of your job each year?
7. What more valuable things would that free you up to do? (e.g. find thinking time)
8. What effect would building the skills of people below you have on your own promotion prospects?
9. If you freed up more time for yourself, how could you most beneficially use it?
10. How much of your direct reports' jobs are you doing?
11. What decisions did people bring to you this week that they could have made themselves, if allowed to?
12. What's the risk/benefit equation in delegating tasks v retaining control?
13. How could you gradually let the reins go?
14. What would give you confidence in letting go of control?
15. What would it take for you to delegate the least critical elements of your job?
16. What would it take for you to delegate some of the most critical elements of your job?
17. How could you encourage your direct reports to ask for tasks to be delegated to them?
18. Whose jobs are you doing in addition to your own?•

Draw a matrix with Like/Dislike on one axis and on the other, Good at/Not so good at. How do you currently divide your time between these quadrants? What would it make sense to delegate to others, while maintaining an overview?