



Laura Scheck, Director of Customer Growth Strategy at Scotiabank shares her tips for enabling leadership and coaching in direct reports.

Mentoring **MATTERS**

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One of my direct reports who has been recently promoted is struggling with delegation. They are extremely knowledgeable with high standards. I see them diving in and taking over when really the team should be learning how to do the work. What are some ways that I can help them shift from a doer into more of a coaching role?

Delegation can be an uncomfortable behaviour for a new leader to adopt, particularly if they are accustomed to being in the driver's seat. It requires a degree of trust in the other individual that they have the capabilities to deliver what is expected.

First things first...

Have a conversation with your direct report and try and get to the root of the problem. It is important to acknowledge that this is a growth opportunity that many leaders face and that you are committed to creating a solution together. It's common to struggle with delegation when newly promoted, but the root causes can be different. Your approach to coaching this newly-promoted manager may shift depending on what you find through your conversation, but here are a few potential avenues to consider:

Set the New Context

If you haven't already done so, it's important to outline what distinguishes success as an individual contributor versus success as a people leader. Success for a people manager is the ability to delegate and work through the team. The output is not the only thing that matters, it's about teaching others how to do things, setting expectations, coaching and following-up, which will then create space for new projects for the manager. You may need to spend some time reframing their expectations around success.

Perhaps this newly promoted leader is unclear on what work they should be doing now they are promoted. This can often be the case as sometimes new projects come on slowly and people continue to retain control over old things to fill the time and still feel productive. If there is a transition plan, reinforce it and if there isn't, help build one with the leader.

Adopt a New Style

Perhaps the new leader feels awkward telling others what they need to do and they lack the confidence to delegate. You might suggest that the new leader observe the behaviour of those who are particularly skilled at delegating and leverage that approach. They can 'borrow it' until the right personal style develops. You can assess how well they are adopting this new behaviour through regular one-to-one coaching conversations.

Check for Bias

Often an individual with high standards also has a strongly held belief that there is only 'one way' to do things. In conversation with the new leader, identify what matters most and then have a conversation about what gets the job done - there is often more than one way of doing things. Reinforce the message that people learn by doing, so to move toward a different standard, team members need to try and figure it out on their own.

Create Working Agreements

Perhaps this new leader is not sure how to balance work within the team. Maybe they don't know where to draw the line between what a manager does and their team's deliverables. Perhaps they need to set in place new communication structures and working agreements (e.g. milestones, check-in meetings) to ensure that the work that has been delegated is actually getting done.

With the right tools in place, you can also reinforce for your manager that a supported and empowered team will lead to higher overall engagement and productivity. Continue with ongoing coaching and check-ins with both your manager and their reports to help everyone adjust to the changes.



Laura Scheck is a passionate leader that combines proven strategic frameworks with extensive product development expertise to identify unique and differentiating market opportunities that win customers' share of mind. She inspires collaboration and followership of stakeholders across the organization and is known for her ability to coach and develop talent.

Laura has an ability to transcend from strategy to technology, from research to commercialization, and from whiteboard to Gantt chart, enables success in the fast-paced, multi-faceted, and ever-changing digital age. Currently Director of Customer Growth Strategy at Scotiabank, she's held a variety of roles at Scotiabank and American Express. She holds an MBA in Marketing from McMaster University and a BA in psychology from Huron University (Western).



Glain Roberts-McCabe is passionate about the art of leadership and supporting ambitious mid-career leaders. She created **The Roundtable** to provide emerging leaders with the navigational skills, tools and savvy needed to manage increases in scope, pressure and leadership complexity.