

UNSERIOUS

Upshots Cheat Sheet

SHARING OWNERSHIP AS A PLAYER-COACH

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The Upshot

WHO IS THIS FOR?

- Leaders who are used to rolling up sleeves or doing individual contributor work

WHY IS THIS IMPORTANT?

- Leaders need to be aware of when they are taking away the ownership of their team.
- When leaders are unconscious experts at the tasks for their team, they can run the risk of preemptively solving problems or doing the work of their team.
- This can be an issue because it prevents team members from developing critical skills and establishing autonomy/ownership in their work.

HOW TO DO IT?

1. Take inventory of the work being done on the team.

BONUS: Use [this template](#) to get started

2. Note where you're a SME or have done the job of people on the team.
3. Notice when you're moving to a place of solving versus asking questions.
4. How can you hold space to get curious? Where is that built into your weekly connect?

5. When assigning complex new work, break the work into tasks - where does the person have competency already? Where do you need to be directive (brand new experience) vs coach them (they have a level of competency already)?

PITFALLS AND PRO-TIPS

- ✔ Start asking the report second and third level questions related to process - instead of "how did you do it," it becomes "what themes did you notice" or "where can you make this more efficient?"
- ✘ Watch out for unhelpful expectations of speed and impatience with people failing and learning.
- ✘ If people don't feel safe or have their own agency, they will become risk averse in a way that discourages new ideas and efficiencies.

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