

In my department, we set clear goals and targets for a fixed period of time. We try to make it worth people's time to reach those targets through our performance-related bonus scheme. We have regular meetings to see if everyone is on track during that period of time and at the end, we have an appraisal meeting to evaluate the work that has been done. Naturally, if we find that the deadlines were too tight or things didn't get done because of factors beyond our control, we sometimes adjust schedules to more realistic time frameworks. I like to get in early before the rest of my staff and design the daily work schedule of each team member. That way, I feel very much in control and that I have a hand in every task. My staff know that I like to be involved in every decision and they always consult me when they run into problems. We've been working successfully like this for years in the company and I find that it reassures people to have a strong leader heading operations. They have their own responsibilities, naturally, but when it comes to the important decisions, it's me who makes them.

In my view, one of the most important things to learn as a manager is how to delegate. That way you get people to feel that they are a part of a team and it gives them a real sense of belonging and that, in turn, generates responsibility towards the organization. So you've got to give employees the space they need so they can take initiatives and really move things forward. If you've recruited the right people for the job then you should let them get on with it!