

AT A GLANCE: THE INVESTOR

MICROMANAGERS jump in, give commands, and get results. They may get the job done, but they often get inferior results and create a leader-dependent organization. Micromanagers believe:

- Their team won't be able to figure it out without their involvement.

INVESTORS define ownership and expectations up front, shifting the burden of accountability onto others. They create an organization capable of delivering results independent of the leader. Investors believe:

- People perform at their best when they have natural responsibility and know someone is counting on them.

Three Practices of the Investor:

1. *Give others ownership*—Put other people in charge by definitively transferring responsibility.
2. *Provide backup*—Make sure people have the resources needed to deliver on their accountability. Do this by teaching, coaching, infusing means, and running interference.
3. *Hold people accountable*—Give the work back, never doing anything for your people that they can do for themselves.

Becoming an Investor:

1. Create a cycle of success by nurturing failure. Let others learn from their own mistakes instead of fixing things for them.
2. Put someone else in charge using the *Give 51% of the Vote Experiment*
3. Conduct the *Give It Back Experiment* to play the role of coach, rather than problem solver.