Is Your Team Growing—or Waiting on You?

Finding good people is hard. Keeping them engaged can be harder. And when the owner remains the final answer for every customer, employee, or decision, even talented people can struggle to do their best work.

Simply Scale calls one version of this problem “dysfunctional competence”: a team that gets the job done, yet lacks the trust, clarity, communication, or harmony to thrive.

The book also shows how an owner who constantly “fixes” issues can unintentionally send a message to employees: I do not trust you to handle this.

Three Shifts That Build a Stronger Team

1. Hire hearts. Train smarts. Describe the actual job. Look beyond a polished résumé to character, attitude, willingness to learn, and fit.

2. Include the team in the “how”. Set clear direction, then invite employees to help shape the plan. People support what they help create.

3. Lead, coach, and release control. Adjust support to each person and task. Set expectations, give behavior-based feedback, and let employees own appropriate decisions.

A leader’s job is not to be the hero who fixes everything. It’s to invest in people, set clear expectations, and build the confidence and systems that allow the business to perform without constant owner involvement.

> **That is how a team multiplies the impact of a business.**

TRY THIS WEEK

Ask your team: “Where am I slowing you down?” Identify one decision they are ready to make without you. Agree on the guardrails, then give them the authority to act.

Conversation starter: What would need to change for your business to run well without you for two weeks?