

3 on 13

3 things from EP
to make life
better.

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Emanuelson-Podas produces the **3on13 Newsletter** on the 13th of every month in the hopes of putting in your hands three things that will help make your life better. Entries may include quotes, reminders, jokes, random recipes, book recommendations, advice, or anything else that might make you think, make you smile, or make you a better, happier human being. **Got something worth sharing? Send it to 3on13@epinc.com**

1 | Management Time & Delegation

Some recent discussions about delegation led us to a 1974 [Harvard Business Review article](#) (yes, that 1974) by William Oncken, Jr. While the language and some of the business situations are significantly dated in some places, the article — still one of the most requested HBR articles of all time — very capably tackles this question: “Why is it that some managers are running out of time while their teams are running out of work?” You should [read the article](#); it’s long but very worth it.



A shorter-but-connected item is also worth some consideration. In a more recent sidebar to the article, Stephen R. Covey addresses some of the whys behind a hesitation to delegate or need for “command and control.” Covey writes:

“I’ve come to attribute the eagerness for control to a common, deep-seated belief that rewards in life are scarce and fragile. Whether they learn it from their family, school, or athletics, many people establish an identity by comparing themselves with others. When they see others gain power, information, or recognition, for instance, they experience what the psychologist Abraham Maslow called “a feeling of deficiency” — a sense that somehow something is being taken from them. That makes it hard from them to be genuinely happy about the success of others, even loved ones. ... Many managers may subconsciously fear that a subordinate taking some initiative will make them appear a little less strong, and a little more vulnerable.”

This habit of comparing ourselves to others is dangerous, not only in a business setting — it can and will impede delegation — but outside work as well. Give it some thought and consider if it’s holding you back anywhere.

2 | What It Means to be a Teammate

Much has been written about the characteristics of a good teammate. But this story about Belgian shot-putter [Jolien Boumkwo](#) caught our hearts.

In short: A top Belgian hurdler was hurt and couldn’t race. The Belgian team needed crucial points to stay in the competition. Boumkwo, a national record holder in the shot put and hammer throw, raised her hand. She boldly stepped into a race she had never run. She knew she wouldn’t win. She knew she could fall. She knew people might laugh. She raised her hand anyway.

It didn’t have the storybook ending we all would have liked. But if you believe in the power of a team — like, *really* believe — then the ending doesn’t matter. [See it all here.](#)



3 | Odds and Ends:

- Who cares about the Minnesota [history of the Bootleg cocktail](#)? Not many. But here’s [how to make one](#).
- It’s [World Watercolor Month](#). Here’s the [playlist you need](#), including [this song](#) by Black Pumas.



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