



The Sad Tale of Del the Delegate

A delightful story about the importance of manager buy-in, originally printed in People Management.

At the end of the course, Del is full of euphoria, his head is spinning like a top. He is dizzy with new ideas and full of enthusiasm to apply his new learning. Del returns to work on Monday morning. He finds that it is also spinning. It is rotating slowly but surely in the opposite direction to his own new spin.

His mates tell him that he has to be joking when he tells them of his new plans, and his boss reminds him that he will be hard-pushed to meet his performance targets if he goes ahead (and of course, his performance targets are linked to his pay, and he has already lost 2 days by attending the course!)

The friction set up between Del and his company undermines his enthusiasm and exhausts all of his energy. Del's behaviour reverts to what is (and always was) reinforced by his manager and the company. His spin stops and then adjusts itself to move in the same direction as everyone else's.

Del feels older and wiser. He won't get caught out like that again. He always knew that those trainers were out of touch with the real world.

