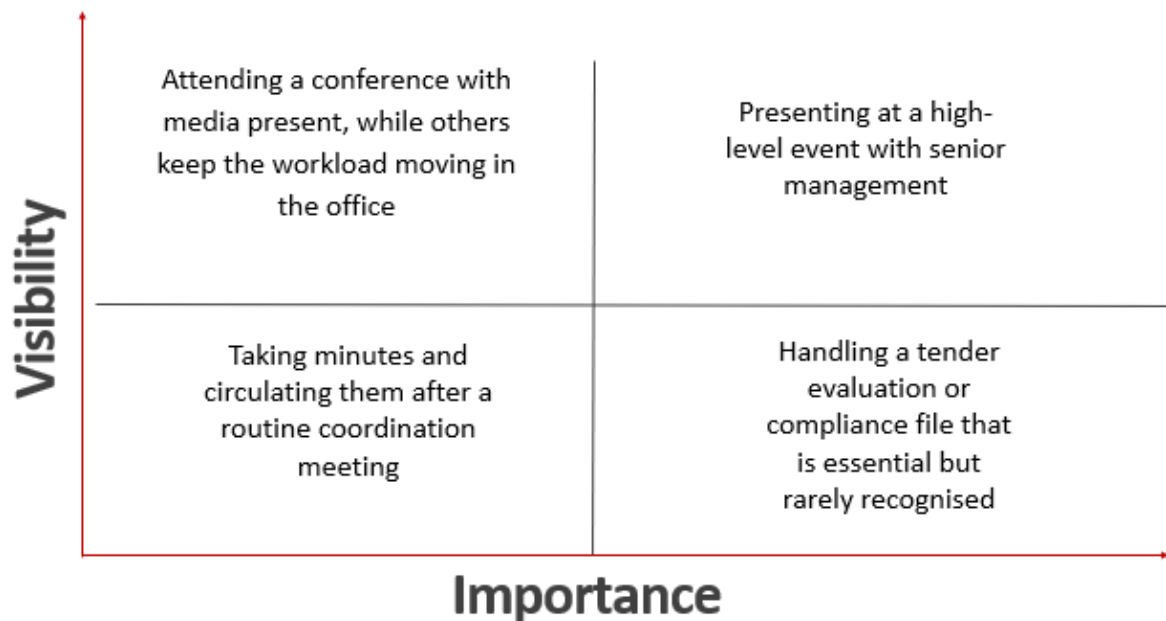


### Task Allocation:



### Some common traps:

- **Risk avoidance:** Giving routine work to the most reliable person. That keeps you on the safe side, them in their comfort zone, but also makes them less visible and limits their opportunities to grow.
- **Perceived confidence:** Equating confidence or seniority with readiness, which means quieter or more junior colleagues get fewer chances and less exposure.
- **Similarity bias:** Giving opportunities to people who have a similar working style to you or remind you of yourself.
- **Overlooking:** Failing to recognize the contributions of those who carry the background work that makes the visible work possible.