

# Motivating and Delegating

*The effective manager does both.*



by James MacKenzie

**Y**OU RISK LOSING YOUR top talent when you fail to motivate them when discussing new assignments. Pressured with multiple projects, you may fail to explain the project's benefit to the team member or to communicate important details that will allow the project to move forward smoothly.

## **Six-Step Process**

To help your people succeed, take them through six steps:

**1. State the big picture.** Explain the relevance of the assignment. Give them perspective. If you help them see how their contribution fits into the project, they will feel like valued team members.

**2. Give the specific assignment.** Clearly define the task and the skills involved. A new trainee will need a more detailed explanation. Allow enough time to check for understanding and possible re-explanation. Have a conversation; don't just give orders.

**3. Explain the roles of others.** Help them understand the roles of others and the chains of command. People need to know who the ultimate decision-makers are, approval protocols, and who to approach for support resources.

**4. State reasons for selecting the individual.** State why you are asking this person to do the work. Link your reasons to how the assignment will benefit his or her growth and career development. You may have to "sell" them on the personal advantages of the project.

**5. Explain next steps.** Lay out timetables and due dates. Get agreement on intermediate progress "check in" times.

**6. Summarize.** Finish by summarizing key points and expectations—or asking them to do so. Restating goals and procedures will clear up miscommunication. EE

**ACTION:** Discuss expectations in detail.