

Two key factors to consider in delegating to others:

Competence: Knowledge or skills that someone uses to accomplish a goal, task or overall job

Motivation: Level of confidence and commitment to perform the goal, task or overall job.

Competence & Motivation Matrix

C O M P E T E N C E	High Competence Low Motivation	High Competence High Motivation
	Low Competence Low Motivation	Low Competence High Motivation
	M O T I V A T I O N	

Leader Behaviors

Directing – Instruction or direction provided on how to do a task or job

Directing Behaviors

- Set goals / objectives
- Plan & organize work in advance
- Identify job priorities and helping employee focus
- Clarify roles & establish time lines
- Tell employee how to do the task

Supporting – Involvement or interaction with an employee to develop initiative, attitudes and feelings

Supporting Behaviors

- Listen to problems
- Encourage and praise
- Ask for suggestions and inputs
- Disclose information about self and model risk taking
- Facilitate problem solving
- Assist in team building

Three Key Effective Delegation Skills

- Determining the competence and motivation of the employee.
- Flexing your styles.
- Working with your employee to determine their need for direction and support.

Hints on How to Lead

When your employee is Low Competence/Low Motivation

- ❑ Involve the person in clarifying organizational and personal goals.
- ❑ Listen to the employee's concerns and ideas.
- ❑ Partner with the employee to provide direction and support.
- ❑ Involve the employee in the decision-making and problem solving process.
- ❑ Provide direction and support to the employee.
- ❑ Provide encouragement for progress and growth.
- ❑ Help the person develop on an action plan.
- ❑ Share personal experience and information.
- ❑ Clarify the priority of goals in relation to others.
- ❑ Set up a follow up meeting.

When your employee is High Motivation/Low Competence

- ❑ Be directive by stating timelines and priorities.
- ❑ Establish clear boundaries for the employee.
- ❑ Recognize and state the employee's enthusiasm and motivation level.
- ❑ Be specific about the directions you are providing.
- ❑ Provide necessary resources to get the job done.
- ❑ State how the person could learn and practice new skills.
- ❑ Clearly state your role in helping the person achieve the goal or task.
- ❑ Set up a time to meet as a follow up.

When your employee is High Competence/Low Motivation

- ❑ Encourage the employee to take the lead in setting goals and prioritizing.
- ❑ Discuss with the employee the importance of using supporting behaviors and helping them develop confidence.
- ❑ Help them to solve their own problems by having them assume more responsibility.
- ❑ Share expertise and experiences when asked.
- ❑ Praise accomplishments on other projects / tasks and state your belief that they can do it.
- ❑ Help remove obstacles to achieve goal accomplishments.
- ❑ Assist in the action planning process.

When your employee is High Competence/High Motivation

- ❑ Discuss you using minimal directive and supporting behaviors.
- ❑ State that you trust the employee's judgment and level of expertise and experience.
- ❑ Expect the person take a majority of the responsibility for the project.
- ❑ Expect the employee to evaluate their own work and to communicate to others the status of the project.
- ❑ Challenge the employee to be creative, original and assume a leadership role.
- ❑ Provide opportunities for the employee to teach and mentor others.