



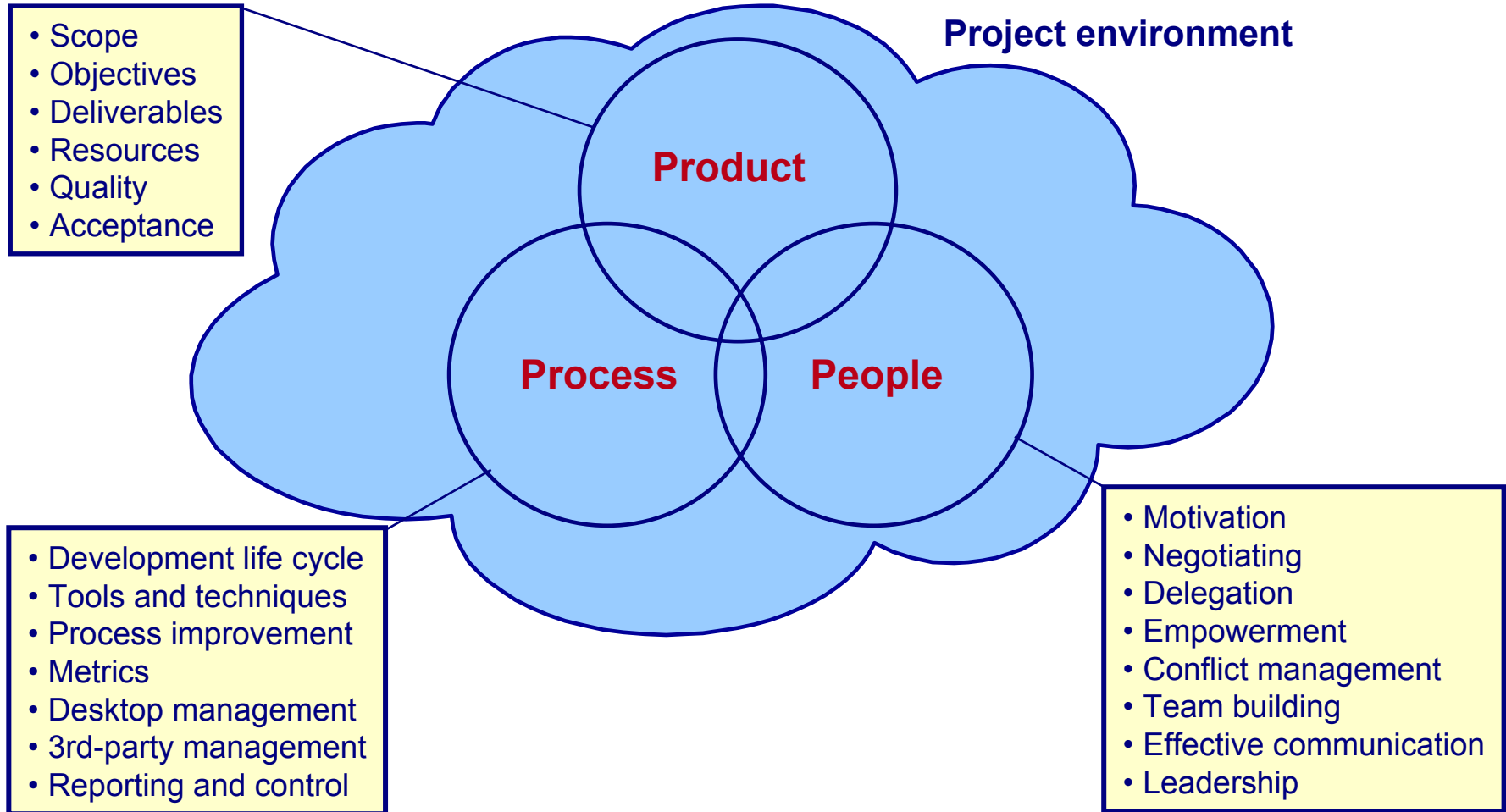
Motivation and Delegation

Effective Management Skills

North Eastern Wisconsin Technical Learning User Group

August 9, 2005

People Implement the Project Plan



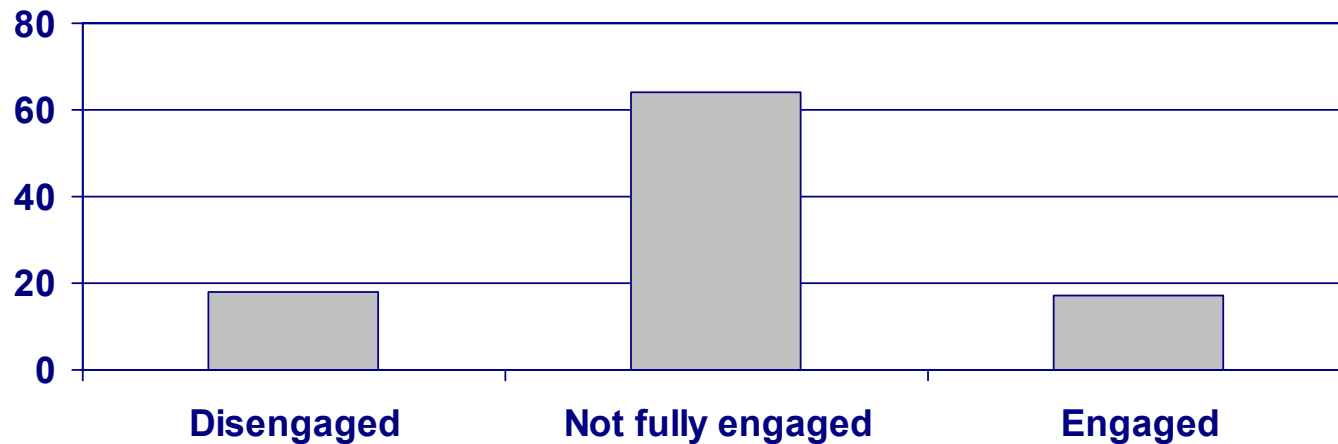
The Influence of People on Project Success

- **People can help or hinder the effective implementation of the project plan**
- **It is key that the people involved in the project be:**
 - Motivated and engaged
 - Productive
 - Cooperative
- **The Project Manager can be the catalyst to help the team achieve the project objectives**
- **The Project Manager is responsible for the project team development: their opinions and knowledge**
 - Improve competencies
 - Improve team member interaction
 - The project manager must establish clear ground rules for acceptable behaviors by team member



Motivation and Engagement

- **Research shows that only 17% of employees in eight countries worldwide are fully engaged***



- **The good news: It is possible for managers to do something to help their team members become engaged employees**

*Source: Coffman, Curt, and Gabriel Gonzales-Molina. *Follow this Path*, Random House Business Books: 2004 Research by the Gallup Organization



Motivating the Team

How do you motivate your team?

- 1. Ensure that the project goal is clear and meaningful to team members**
- 2. Help team members work to their strengths***
- 3. Develop a positive and supportive climate**

*Buckingham, Marcus, and Donald O. Clifton. *Now, Discover your Strengths*. Free Press Business: 2002



Motivating the Team (continued)

1. Clear project goal and direction:

- **A clear project goal and clear direction from the project manager helps members feel committed**
- **Team members need to be able to see the benefit of the project, for**
 - Themselves
 - The team
 - The organization
 - The wider community: “The mission of my team/organization makes me feel that my job is important”*
- **Identification with the project goal helps ensure commitment to quality work**

*Source: Coffman and Gonzales-Molina, 2004



Motivating the Team (continued)

2. Working to team members' strengths:

- **Select team members based on their talents and strengths***
- **Allow them to use their strengths to the fullest**
 - Allow a sense of achievement (a key motivator)**
 - Delegate where appropriate to give empowerment

Managers' Chief responsibility lies in helping employees on their team unleash their human potential.

- Curt Coffman and Gabriel Gonzalez-Molina, *Follow This Path*

*Source: Coffman and Gonzales-Molina, 2004; Buckingham & Clifton 2002

**Source: Herzberg, Frederick. "One More Time, Who Are Your Motivated Employees?" Harvard Business Review (November/December 1987).



Motivating the Team (continued)

3. Supportive Climate:

- **Regular recognition and praise***
 - Most team members need at least weekly recognition of their work
- **Show support and care for the individual as a person**
 - Treat the individuals as whole people
 - Know when not to take on the caring role and refer the individual to HR, counseling, etc.
- **Encourage professional and personal development and growth**
 - e.g. training in technical skills, management and soft skills, stress management
- **Show respect for and value individuals' contributions**
 - It is important for individual team members to feel that their opinions count**

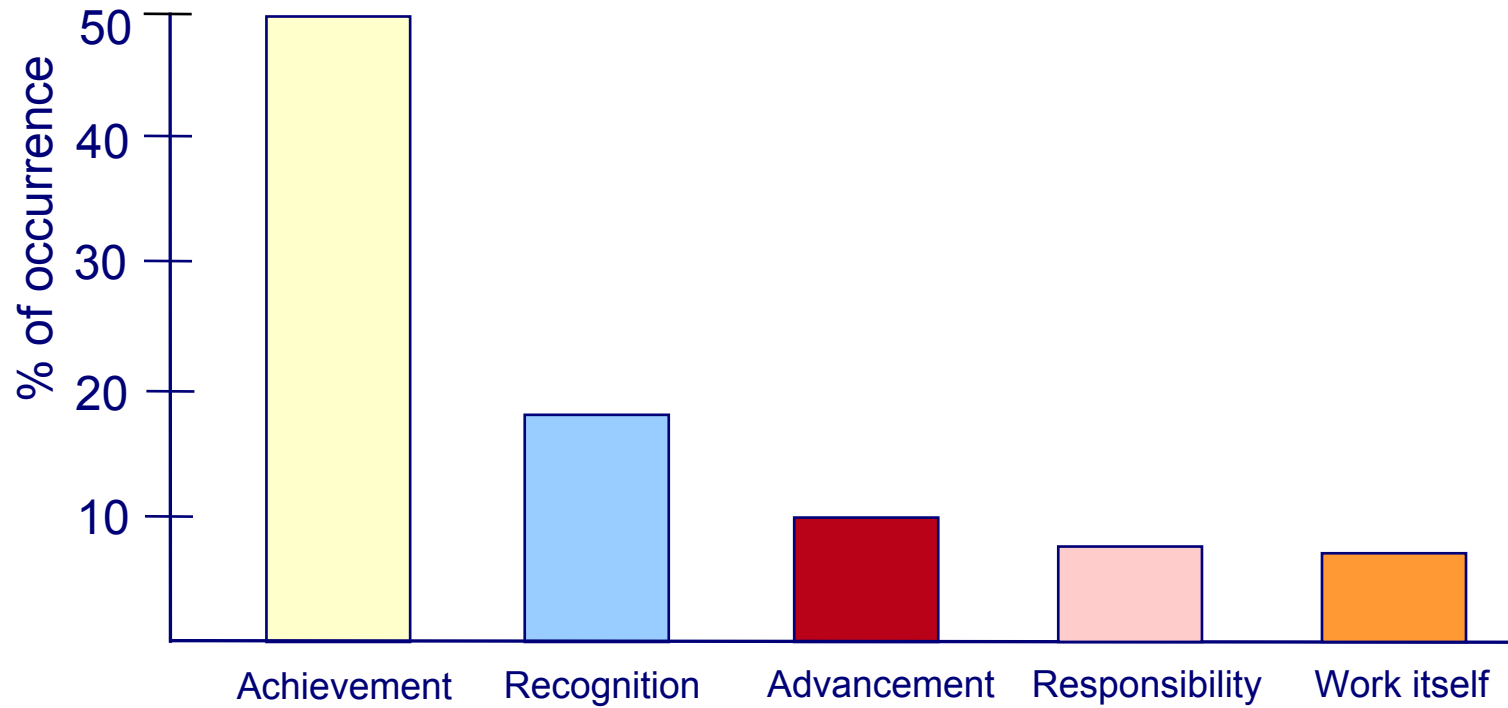
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**Source: Coffman and Gonzales-Molina, 2004; Buckingham & Clifton 2002



The Factors of Motivation: A Study—Motivators

The motivators—intrinsic to the job

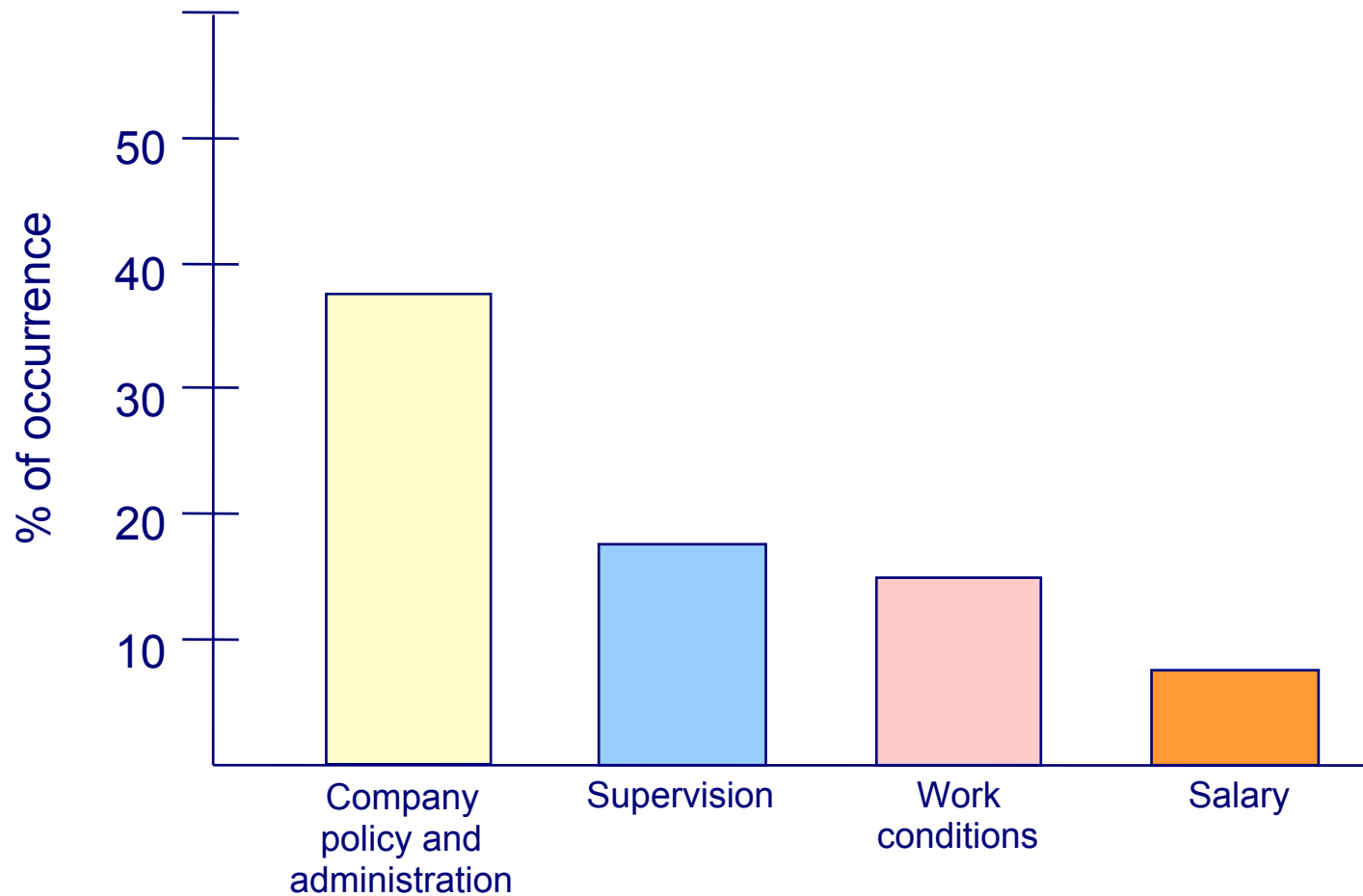


Source: Herzberg



The Factors of Motivation: A Study—Dissatisfiers

The turn-offs—extrinsic to the job



Delegation: How to Do It

- **Opportunity to motivate and show your expectations of people**
 - Set individual or team challenges
 - Not impossible tasks
- **Negotiate the task contract by briefing on the task background**
 - Why, who's involved, status, etc.
 - Explicit definition of deliverables, measures, and constraints
- **Feedback from staff member**
 - "I can and will do it"
 - Sign off if appropriate
- **Beware of the pitfalls of electronic delegation of task responsibilities**
 - No real buy-in
 - No opportunity for question and answer for clarification



Delegation: How to Do It (continued)

- **Degree of discretionary control will vary according to nature of task and experience of person; check to see if you can control these tasks**
 - “Tell me what you intend before you act”
 - “Tell me what you did”
 - “Come back if you need help”
- **Communicate accountability to those affected—write it down**
 - Make objectives of delegated task public
 - Make delegated authority level public
- **Follow up on accountability items**
 - Failure to follow up sends a message
 - Coach if it’s needed
 - Review what has been achieved and learned—ensure closure
- **Beware of back delegation**



Thank You !

