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

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<th>High Competence</th>
<th>Low Competence</th>
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<tbody>
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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.