

## Impact Manager

Manager Supplement

October-December 2008

Did you know?

- Free "Simple Will" Kits are available from Claremont EAP
- A free credit report is available once per year
- Claremont EAP provides legal referrals for family law, consumer issues, traffic violations, and personal injury
- Referrals are available for child care, adult/eldercare, adoption assistance, school/college selection, and pet care

Claremont EAP  
800.834.3773

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## 5 Degrees of Delegation

In the decision-making process, the degree to which you delegate authority will vary. Consider the task, the person, the time available and the top management interest to decide the appropriate degree of delegation. For each degree of delegation, you must relinquish a part of your authority and trust your staff to complete the job without interference from you.

### 1. Investigate and Report

Here, you're solely delegating the fact finding. Once the team member has related all the facts pertaining to a situation, you then take the appropriate action.

### 2. Investigate and Recommend Action

The staff member gathers the facts and recommends a course of action. Consider their recommendation in your decision-making.

### 3. Investigate and Advise of Action Planned

The staff member does the fact finding, considers the options and decides on a plan of action. You approve the plan before it's implemented.

### 4. Investigate and Advise of Action Taken

The staff member has done the fact finding, made the decision and implemented a course of action. You're advised afterward.

### 5. Investigate and Take Action

Your staff member is now in full control. The facts are gathered, a decision is made and acted upon without your knowledge. This is full delegation and should be your goal under most circumstances.



# Great Ways to Motivate Your Team

Being a facilitator -- making it easier for your team members to do a better job -- will make you a more competent team leader. "Rather than telling people what to do, effective leaders help bring out the best in their team members," says Andrew J. DuBrin, Ph.D., a management professor at the Rochester Institute of Technology in Rochester, New York, and author of *The Breakthrough Team Player*. "One way to succeed is to perfect your coaching style. As a coach, you can make on-the-spot suggestions and offer team members encouragement."

## Supporting Your Team

Following these tips will help you improve your effectiveness as a team leader:

- Provide specific feedback. Pinpointing behaviors, attitudes and/or skills that need improvement will help you coach a team member to perform at a higher level.
- Help your team devise a mission statement. Creating such a statement can help team members focus more clearly.
- Be supportive. Providing emotional support and encouragement can help a leader improve the work of team members who aren't performing at their best. Just being helpful may be enough.
- Be a model of what you expect. An effective leader spurs others to act appropriately by setting an example. For instance: Cooperating with people from other organizational units will encourage team members to do the same.
- Foster teamwork. Promote the attitude that working together effectively leads to success for everyone. Refer to those in the group as team members or teammates instead of subordinates or employees. Make frequent use of the words "we" and "us." For example: "We achieved the new sales goal."
- Encourage team members to treat one another as customers. Most people treat customers with more respect and concern than they do fellow employees at or below their levels. Encouraging team members to treat each other as customers fosters cooperative behavior and politeness.
- Bring team members together for meetings, meals and occasional parties.



- Schedule most get-togethers during regular office hours so you don't intrude on people's personal time.
- Emphasize that yours is a winning team. Frequently remind team members that their work is important. Help them identify tasks they're particularly good at and promote them as key members of the group.
  - Build the commitment and confidence of each team member. "For the group to develop a strong team spirit, individuals must feel a sense of mutual accountability," DuBrin says. "Frequently reminding team members of what they're doing right is one way to build commitment and self-confidence."
- Emphasize group recognition. Giving rewards for group accomplishments promotes team spirit by enabling team members to take pride in the entire team's contributions and progress. "Consider creating a display wall for postings of team activities, certificates of accomplishment and upcoming events," says DuBrin. "If you have room in your budget, you might want to order T-shirts, athletic caps, mugs or key rings imprinted with your team name or logo."
- Don't keep the best assignments for yourself. Doing this dampens team spirit and hampers performance. "Look for opportunities that will allow other team members to perform at a high level," DuBrin says.
- Welcome all input. Team spirit increases when everyone contributes. DuBrin says, "It's especially important that the leader not allow one or two people on their team to do most of the work."

## CLAREMONT EAP

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*Managers can call Claremont for consultation regarding employees who appear to be experiencing personal problems, whether or not work performance has become an issue. The purpose of this consultation is to help formulate an approach that effectively facilitates the person receiving appropriate help. The Claremont consultant will review the do's and don'ts for handling these often delicate situations and suggest things you can say and do which are most likely to be helpful.*

**Responding to the Human Factor in the World of Work**