



UNIVERSITY OF TORONTO
FACULTY OF APPLIED SCIENCE & ENGINEERING
Institute for Leadership Education in Engineering

Motivation & Delegation



Handbook for Student Leaders

Vision, Mission & Strategy

— **Motivation & Delegation**

Personal Development & Mastery

Team Development

Recruitment

Reflection & Awareness

Transition & Succession

External Relations

Leadership Styles

Purposeful Leadership

Who are your team members?

What is their story?

How can you inspire them to make their best contribution to the team?

How can you build commitment?

A Process for Motivation¹

1. Articulate a vision that reflects the values of the people who will implement it. Make the work relevant to the people doing it.
2. Involve people directly in deciding how to achieve the team's vision. Give people real responsibility and control over outcomes.
3. Build support for their efforts to achieve the vision through coaching, feedback and role-modelling.
4. Give public recognition and reward for all successes. Develop a sense of belonging and accomplishment.

The most effective way to understand what motivates people is to ask them what's important to them! To help you, you can ask people to rate each of these different motivational factors for (a) how important they are to them, and (b) how well they're being fulfilled right now:²

- Personal relationships with other execs
- Getting to plan your own work
- Attaining your own goals and targets
- Constructive feedback and coaching
- Having clear goals and objectives
- Organization's structure and processes
- Praise
- Recognition of effort
- Being delegated key tasks/projects
- Satisfaction with work
- Personal title

Getting people excited and energized about whatever they're doing is a core component of leadership at every level. Translating your organization's vision (see chapter on Vision, Mission & Strategy) into action requires an understanding of what motivates different people, and the ability to delegate work to leverage different strengths.

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- Working as a member of a team
 - Prospect of career development
 - Level of Challenge

Giving and Receiving Feedback

Most people think only of positive feedback (makes me feel good) and negative feedback (makes me feel bad). In reality, feedback is composed of (a) the content and (b) the delivery. Useful feedback is specific, refers to both the action someone took and the impact, offers opportunities for dialogue, and is received openly. Poor feedback is either vague or extremely personal, refers to character traits rather than actions, and offers no ideas for improvements. Here are two models for improving your feedback:³

Asking For and Receiving Feedback

- Choose the right person for the right topic and be specific about the feedback you want.
- Give them as much notice as possible so they can find relevant examples and have time to reflect on the topic.
- Take initiative in building a trusting relationship (be open, share opinions).
- Receive feedback genuinely (avoid being defensive).

Delivering Feedback – The “AID model”

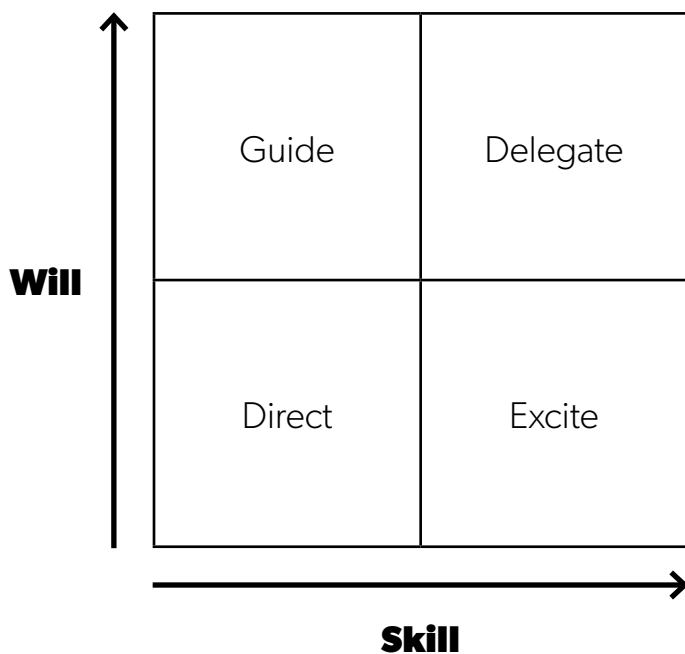
- Actions: things the person is doing well or poorly regarding a specific topic
- Impact: effect these actions are having
- Desired outcome: ways the person could do things more effectively

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Delegation + Skill-Will Matrix

A helpful tool for thinking about delegation is the skill-will matrix. This matrix can be used to assess people's skill and willingness to do a specific task or take on a new role. Skill refers to the experience with the task, training, knowledge and natural talents. Will is someone's desire to achieve, their confidence in their abilities and their feelings or attitude towards the task.⁴

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¹J. Kotter, A Force for Change, (Ch. 5 – Motivation and Inspiration)

²Tao of Coaching (Motivation list from appendix)

³Tao of Coaching (Ch. 3 and Ch. 5 – giving and receiving feedback)

⁴Tao of Coaching (Skill-Will Matrix)