



From See-Through Nighties to Delegation

My brilliant colleague and friend Harry Brooks, a consultant of 46 years' standing who has in his time written about pretty well everything from see-through nighties to investment banking and has worked with Nissan, Mars, Lexus, Seiko, English Heritage, Wimpey, Logica... to name but a few..... has some great words of wisdom which I would love to share with you.

Here goes in Harry's words!

'How does one motivate a team? I'd say – delegate!

People respond when they feel you have confidence in them to undertake and implement a project BUT This does NOT mean you abdicate responsibility or dump all the crap stuff onto other people.

It DOES mean:

- Being sure that they are up to it (or at least ALMOST up to it – nothing like encouraging people to stretch);
- Making sure that they know what is expected of them, the parameters within which they will be working;
- Ensuring that they know you are there to back them up at any time they need advice but NOT hovering over them, making them feel under scrutiny;
- Perhaps holding regular review meetings with them (maybe first thing in the morning) where people can report on progress to date, outline their next steps and raise any issues that they are uncertain about;
- Being fully prepared to take joint responsibility if something goes wrong (remember it was YOU who delegated, so you take the rap);
- HOWEVER you mustn't let them think they can just screw up and get away with it – that's why you take JOINT responsibility. They have one hand on the can, too'.

So thank you Harry for your common-sense and laser sharp tips.