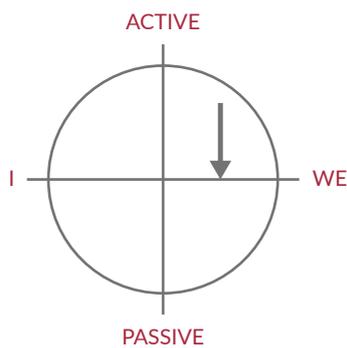


Tell exactly what and how to do something.



Deactivating

## Examples

Because it is the first time that you are undertaking this type of project and to prevent you losing time and energy, I want you to first investigate if the chiefs support this idea. Then we will have another meeting to evaluate this. Afterwards, you can estimate whether your idea can be realised within the defined criteria (time, money and other means). If so, then write a proposal wherein you describe very concretely what you want to do, the different steps, the planning and the cost.

## Leary's Rose

Instructing is a rather active/dominant intervention. However, when an employee is inexperienced or uncertain it is necessary to use this technique, at least for the first few times he performs a task. You will make the employee a bit more passive/following as he will follow your instructions. Whether it is perceived on the I-side or the W-side will depend on your tone of voice and the transparency and perspective you give. In terms of transparency and perspective, you should explain to your employee that you will be instructing and doing a follow-up because it is the first time he is performing a task. So make clear that you are doing it to help. If this goes well, explain to him that he will get more freedom in the future.

Respecting SCARF (status, certainty, autonomy, relatedness, fairness) leads to ownership, identification and recognition.

If done the "proper" way, with the necessary transparency and perspective, it will have a positive effect on certainty, fairness and relatedness. If after a few times the employee notices that he gets more autonomy and freedom, it will have a very positive effect on autonomy and status.