

## MOCHA for Managers

### ASSIGNING ROLES WHEN PROJECTS INVOLVE MULTIPLE PEOPLE

In projects where multiple people are playing roles, it's easy for the work to devolve into confusion if people aren't clear on their roles and the project lacks a clear driver or decision-maker. One way to combat this is to have a standard vocabulary within the organization for who should play what role throughout the work. You can do this with a simple tool we call "**MOCHA**," an acronym for the different roles for a piece of work. (You can remember "**MOCHA**" because if you get this right, your job becomes easier and you can sit at a café all day sipping mochas.)

**M**ANAGER | Assigns responsibility and holds owner accountable. Makes suggestions, asks hard questions, reviews progress, serves as a resource, and intervenes if the work is off-track.

**O**WNER | Has overall responsibility for the success or failure of the project. Ensures that all the work gets done (directly or with helpers) and that others are involved appropriately. There should only be **one** owner.

**C**ONSULTED | Should be asked for input or needs to be bought in to the project.

**H**ELPER | Assists with or does some of the work.

**A**PPROVER | Signs off on decisions before they're final. May be the manager, though might also be the executive director, external partner, or board chair.

### MOCHA IN PRACTICE

Let's say that you're a development director and your development associate is in charge of the upcoming gala. You might be the **M (manager)** on this project, and the associate would be the **O (owner)**. The communications director and program director should be **consulted (C)**, the development assistant is an **H (helper)**, and the executive director might be both an **H (helper)**, by making calls to the largest donors to ask them to buy tables,) and the **A (approver)** on the final program and the table assignments).

If you do nothing else when you're delegating, make sure that there's a clear **owner** for making the project succeed. The owner might then figure out the rest of the **MOCHA**, but you need to know who is responsible for making the project successful.

In fact, one way to think about your challenge as a manager is to recognize that your job is to go from being an **owner** to being a **manager**. That means that as you find yourself the owner of specific responsibilities, you might be asking yourself, "Should I really be the owner on this, or should I be handing that over to someone else?"