



DELEGATING WITH PURPOSE

LEARNING FORMAT: CLASSROOM (ONSITE ONLY), VIRTUAL, & WEB COURSE

Delegation is a critical skill for leaders in today's "do more with less" business environment. Fewer resources, changing motivations, virtual employees, and global workforces are just a few of the challenges leaders face as they attempt to meet ever-increasing workplace demands.

In this course, leaders learn the skills they need to address these challenges, gain the commitment of team members, develop individual skills and abilities, and enhance the overall capability and capacity of their teams and, ultimately, the organization. Leaders learn to identify the tasks they need to delegate, select the most appropriate individuals, assess capabilities and commitment, and plan the delegation discussion. That discussion includes the level of decision-making authority, amount of support, and methods for monitoring progress and measuring results.

DO YOU FACE ANY OF THESE ISSUES?

- > Do leaders spend time on tasks and responsibilities that others could do?
- > Are leaders able to match people to the tasks and responsibilities that will build on either their strengths or development areas?
- > Do leaders use methods for monitoring the progress of delegations that allow them to stay in touch without getting in the way?

PERFORMANCE OBJECTIVES

Helps leaders:

- > Achieve key business results by leveraging the entire team's abilities.
- > Build the team's capabilities and capacity through developmental delegations.
- > Free up time to focus on mission-critical responsibilities.
- > Delegate with increased confidence.

PRIMARY COMPETENCY DEVELOPED

- > Delegating Responsibility

SECONDARY COMPETENCIES DEVELOPED

- > Follow-Up
- > Gaining Commitment

COURSE OVERVIEW

- > **Why Delegate, What, and To Whom?** Learners describe what team members think, feel, and say when their leader doesn't delegate effectively. Facilitator explains what delegating with purpose involves and asks learners how they react when their leader delegates in this way. Learners share their delegation opportunities, match people to the tasks, and then identify challenges to delegating and tactics they could use to overcome them.
- > **Planning Your Strategy:** Learners watch a case study video of two delegation candidates, and then divide into teams to consider the pros and cons of delegating to each candidate. They watch a video showing the leader's rationale for the person he chose. Learners divide into four teams and use the delegation Planning Points to consider how to approach a delegation based on the person's needs and concerns.
- > **Communicating Your Strategy:** Facilitator leads a discussion on how the Interaction Essentials and Discussion Planner help leaders plan for and meet employees' personal and practical needs in a delegation situation.
- > **Planning Your Delegation: Peer Coaching:** Facilitator provides an overview of peer coaching. Learners plan their own delegation strategy using a Discussion Planner and in pairs share their strategy and provide coaching to each other. Facilitator debriefs the activity and leads a discussion of delegating virtually.
- > **A Positive Model:** Learners watch a leader using the Interaction Guidelines and Key Principles as he conducts a delegation discussion with an employee.
- > **Ongoing Follow-up and Coaching:** Facilitator leads a discussion about applying techniques to monitor progress, measure results, and provide ongoing coaching and support. Participants review the tips and techniques of seeking rather than telling, readjusting the initial plan, and using multiple channels of communication.
- > **Your Delegation Tools:** Facilitator reviews the delegation tools, and participants reflect on what they've learned and how they will apply it. Volunteers share their insights and plans for application.

VIDEO SEGMENT SUMMARIES

- > **Meet Stefan and Brittany:** Two candidates for a delegation share their thoughts about taking on the new responsibility and explain their relative strengths and weaknesses.
- > **Brittany's a Good Choice, But . . . :** The leader who will be delegating the responsibility to an employee in the first video explains the rationale for his choice.
- > **More than a Task, Part 1:** The leader conducts the delegation discussion with the employee he has chosen to take it on.
- > **More than a Task, Part 2:** The leader continues the discussion, identifying the support needed by the employee and agreeing on a plan for following up to ensure success.

COURSE DETAILS

- > **Target audience:** Informal, frontline and mid-level leaders.
- > **State-fundable:** Yes (onsite only).
- > **Course length:** 4 hours (onsite), 3 hours (virtual), 2 hours (web course)
- > **Facilitator Certification:** Certified facilitator required.
- > **Prerequisites:** Communicating for Leadership Success.
- > **Optimal Group Size:** 8 to 16. 20 maximum.
- > **Course Prep:** Yes. 30 minutes.
- > **Notes:** Suitable for all environments. Onsite training available in Spanish.

OTHER COURSES TO CONSIDER

- > Coaching for Peak Performance
- > Developing Others
- > Advanced Coaching