



## **Delegation: The Art of Delegating Effectively**

Effective delegation is one of the most valuable skills you can master. It reduces your workload and develops employee skills. Delegating prepares employees who work for you to be able to handle your responsibilities and simultaneously allows you to advance to other career opportunities within your organization.

Delegation is often one of the hardest skills for a manager to master. However, the skill can be learned. This one-day course will explore many of the facets of delegation, including when to delegate and whom to delegate to. We will also go through the delegation process step by step and learn about techniques to overcome problems.

This one-day training will help you teach participants how to:

- Clearly identify how delegation fits into their job and how it can make them more successful
- Identify different ways of delegating tasks
- Use an eight-step process for effective delegation
- Give better instructions for better delegation results
- Recognize common delegation pitfalls and how to avoid them
- Monitor delegation results
- Give effective feedback

### **Course Overview**

You will spend the first part of the day getting to know participants and discussing what will take place during the course. Students will also have an opportunity to identify their personal learning objectives.

### **Module 1: What is Delegation and Why Do It?**

- Delegation Defined
  - The advantages
  - The Disadvantages
- Self-Assessment
- Four Basic Steps to Delegation
- Understanding the Different levels of Delegation
- Guidelines for Success
- Lateral Delegation
- Case Study: Pre-Assignment Review and Discussion

### **Module 2: Tools to Use for Effective Delegation**

- Picking the Right Person
  - Demonstrated Skill
  - Employee Motivation
  - Employee Workload
  - Matching Skills and People
- The Delegation Meeting
  - Implementing Eight Steps for Effectiveness and Results
- Case Study: Skills Practice—Putting it into Practice

### **Module 3: Giving Instructions**

- Three Types of Instructions
  - Orders
  - Requests
  - Suggestions
- Skills Practice: Outlining Instructions

### **Module 4: How to Monitor Delegation for Successful Results**

- Tools for Monitoring
  - Assignment Log
  - Personal Follow-Up
  - Sampling Techniques
  - Progress Reports
  - Management by Exception

### **Module 5: Practicing Delegation and Giving Feedback**

- During this session, participants will work in small groups to complete a five-part case study to give them hands-on practice with the skills learned so far today.
- The Ingredients of Good Feedback
  - In Private
  - Balanced
  - Relevant
  - Specific
  - Documented
  - Personal
- Case Study: Skills Practice on Giving Feedback

### **Module 6: Becoming a Good Delegator**

- What Does it Take to Become an Effective Delegator?
  - Receptiveness
  - Willingness to Let Go
  - Willingness to Let Others make Mistakes
  - Willingness to Trust Team Members
  - Excellent Communication Techniques