

Delegating Effectively

Course Overview

Delegation is often one of the hardest skills for a manager to master. However, the skill can be learned. This workshop will explore many of the facets of delegation: when to delegate, and who to delegate to. We will also go through the delegation process step by step, to see where the pitfalls lay and what we can do about getting around them.

Pre-Assignment: A Case Study: Margaret

Learning Objectives

At the conclusion of this workshop, participants will be expected to:

- Clearly identify how delegation fits into your job and how it can make you more successful.
- Identify opportunities within the scope of your authority for delegating effectively to others.
- Identify the criteria for fair and responsible delegation to all employees.
- Develop a technique for defining expectations.
- Recognize common delegation pitfalls and how to avoid them.
- Provide opportunities to test your delegation skills.

Outline

- Introductions/Objectives/Agenda
- Advantages and Disadvantages of Delegation
- Self-Assessment
- Definitions
- When and How to Share the Load
- Pre-Assign: Case Study
- When to Delegate and When to Do It Yourself
- Picking the Right Person for the Job
- The Delegation Meeting
 - Defining Expectations
 - Describing the End Result and the Measures
 - Directing the Performer
 - Turning a Task into a Challenge
- Communication Skills
 - Check for Understanding
 - Uncover Concerns
- Potential Delegation Problems
 - Monitoring Delegation
 - Case Study
 - Characteristics of an Effective Delegator
 - Delegation Checklist
- Review
- Personal Action Plan