

## **Delegation Skills for the Workplace**

### **Course Summary**

#### **Description**

Of all the key competencies for supervisors and managers, two of the most important are learning to manage individual performance on a daily basis and learning to delegate. Both represent difficult learning curves. Without mastering delegation, it is impossible to expand your range of responsibility, to empower others or to grow into your role and responsibilities. For many, it is a difficult transition from being paid for doing it yourself to getting the work done through others. Delegation is a critical skill to assist time-starved supervisors and managers in becoming more effective for themselves, their teams and their organizations.

This program offers a mix of self-awareness, guidance, skills, ideas, tools and methods to master this critical competence.

#### **Objectives**

At the end of this course, students will be able to:

- Understand the principles, processes and methods of delegation
- Identify appropriate delegation opportunities
- Positively engage with and delegate to others
- Maintain control while delegating
- Enhance the job satisfaction and development of others
- Assume a broader level of responsibility because of your mastery of delegation

#### **Topics**

- Understanding delegation
- The delegation process
- Communication and briefing
- Goals, outcomes and monitoring
- Support and coaching
- Important lessons
- Delegation charter

#### **Audience**

This course is designed for anyone who needs to master the critical skill of delegation.

#### **Prerequisites**

There are no prerequisites required for this course.

#### **Duration**

One day

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### **Course Outline**

- I. Understanding delegation**
  - A. Defining
  - B. Formal / informal
  - C. Barriers / benefits
  - D. How others benefit
  - E. The cost of not letting go
  
- II. The delegation process**
  - A. 5 stage sequence
  - B. Right task / right person
  - C. Briefing and goal setting
  
- III. Communication and briefing**
  - A. Practical skills
  - B. Briefing styles
  - C. Clear communication
  
- IV. Goals, outcomes and monitoring**
  - A. Measuring progress
  - B. Goals fit for purpose
  - C. Managing problems
  - D. Monitoring systems
  - E. Maintaining responsibility
  
- V. Support and coaching**
  - A. Coaching and delegation
  - B. Push / pull strategies
  - C. Recognizing success
  
- VI. Important lessons**
  - A. Ways to motivate
  - B. Capturing learning
  - C. Areas unsuitable for delegation
  - D. Key review questions
  - E. Do's and don'ts
  
- VII. Delegation charter**