Delegating With Purpose
(Formally Delegating For Results)

Overview

Delegating 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.

Target Audience

- Frontline leaders

Learning Objectives

By the end of the workshop, participants will be able to:
- 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.

Competencies

- Delegating Responsibility
- Follow-Up
- Gaining Commitment

Course Content

- **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 delegating 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.

**Course Content (cont.)**

- **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 have learned and how they will apply it. Volunteers share their insights and plans for application.

**Who Needs to Take This Course?**

1. Do you find yourself spending time on tasks and responsibilities that others could do?
2. Do you struggle to be able to match people to the tasks and responsibilities that will build on either their strengths or developmental areas?
3. Do you find yourself not using methods for monitoring the progress or delegations that allow you to stay in touch without getting in the way?

**Format / Length of Course**

- Format: Classroom
- Length: 4 hours

**Cost**

- $60/participant for materials

**Tracks/Programs**

- Project Management Track
- Aspiring Leaders Track
**Prerequisites**

Communicating for Leadership Success (formerly Essentials of Leadership)

**Related Workshops**

- Coaching for Peak Performance

**Pre-Work Required?**

Yes, 30 minutes.

**Manager Actions Required**

**Pre-Class:**
- Talk with your employee about strengths and developmental opportunities related to the competencies.
- Relate the information from the course to their job specific responsibilities.
- Ask the employee how they believe they will benefit from the workshop.

**Post-Class Support:**
- Have a discussion with the employee about their impression of the workshop.
- Help the employee identify situations where they can apply the course content.
- Give the employee feedback about how they are demonstrating the behaviors.