Welcome to

Delegation Skills for Leaders

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Learning Objectives

- Understand delegating as part of the management process
- Learn delegating skills and techniques
- Identify and remove obstacles to delegation
- Understand how delegation can help employees grow

Agenda

Introduction	30 minutes
Module 1: Management and the Delegation Process	75 minutes
Break	10 minutes
Module 2: Clearing the Way for Delegation	110 minutes
Lunch Break	30 minutes
Module 3: Carrying Out the Delegation	115 minutes
Break	10 minutes
Module 4: Transitioning Through Change	55 minutes
Conclusion	15 minutes

Delegation Problems

- Not fully trusting those who report to you
- Staying too closely involved
- Delegating too much

Purposes of Delegating

- Give employees opportunities to develop their skills
- Reduce the manager's workload
- Become a more effective leader
- Get more work done

Four Management Functions

- Planning
- Organizing
- Controlling
- Motivating

Seven Elements of Planning

1. Interpret goals and objectives from higher up
2. Consider ideas of employees involved
3. Formulate procedures to accomplish goals
4. Examine alternatives and select activities
5. Establish timetables and completion targets
6. Determine performance standards and measurements
7. Identify resources for task completion

Obstacles to Delegation

- Self-imposed
- Employee-imposed
- Situation-imposed

Delegation Opportunities

- Duties and responsibilities
- Key results areas
- Objectives
- Management work

Activity: Making the Delegation

- Break into groups of three
- Discuss how the Seven Steps of Delegating (p. 64) apply
- Using the applicable steps, prepare a delegation plan
- Determine what the manager should say to Susan (10 min.)
- One group member presents the statement to the whole class
- Class critiques each presentation

Monitoring Employees

- Always monitor
- Have a specific monitoring plan for each employee
- Vary your monitoring depending on an employee's performance
- Monitor as a way to head off problems