

DELEGATING FOR RESULTS

WHILE MOST LEADERS UNDERSTAND THE NEED TO DELEGATE, THEY ARE OFTEN HESITANT TO INVEST THE TIME AND EFFORT UP FRONT. THEY NEED TO BE CATALYSTS WHO TRANSFER RESPONSIBILITY AND AUTHORITY TO ACHIEVE KEY RESULTS AND ENHANCE THE CAPABILITIES OF THEIR TEAMS. IN THIS COURSE, LEADERS OVERCOME THEIR HESITATION FOR DELEGATION BY LEARNING SKILLS FOR SUCCESSFULLY MATCHING PEOPLE, RESPONSIBILITY, AND AUTHORITY. THIS ALLOWS THEM TO MAXIMIZE INVOLVEMENT, PRODUCTIVITY, MOTIVATION, AND GROWTH FOR INDIVIDUALS, GROUPS, AND THE ORGANIZATION.

COURSE OVERVIEW

- > **Delegation: What and Why:** A video illustrates why leaders hesitate or miss opportunities to delegate. Leaders identify a real-life task for which they'll determine tactics for overcoming their own hesitation to delegate. Leaders participate in an activity to decide the best method for allocating work. The similarity and differences between delegating and developing others are discussed.
- > **The Right Person for the Job:** In teams, leaders decide on the best candidates for particular assignments, discussing the criteria to consider before making a decision.
- > **The Delegation Discussion:** Leaders review the Interaction Process skills needed to conduct effective delegation discussions. Learners use Discussion Notes forms to analyze a positive model of a leader conducting a delegating discussion. They then provide feedback on the leader's use of skills. Two skill practice rounds follow.
- > **Following Up to Ensure Success:** Leaders become familiar with how to monitor a person's progress and measure results, which allows leaders to ascertain a delegation's impact on business results. The special role of the Support Key Principle when delegating is explained. In teams, learners respond to and discuss the importance of providing the right level of support and authority as people take on delegated tasks.
- > **Overcoming Barriers to Delegating:** Leaders return to the real-life task they identified earlier and discuss tactics for overcoming barriers that prevent them from delegating these tasks. They close by sharing how they plan to approach delegating as a result of this workshop. Tools and resources that ensure application are reviewed.