



A Leader's Guide to Delegating

Preview Guide

Before you preview the *A Leader's Guide to Delegating* video, please read through this Preview Guide for background information, workshop facilitation points, participant materials available and what to look for in the video.

How This Program Explores the Concept of Delegation

The *A Leader's Guide to Delegating* training is a workshop utilizing group discussions, activities and video to help participants learn and practice a five-step delegation process. Supplemental materials are provided for post-workshop, "back at your desk" reinforcement of the concepts presented during the training.

Learning Points:

1. Recognize the positive impact effective delegation can have on the organization and employees.
2. Understand the importance of clearly communicating expectations to the delegatee.
3. Learn and practice a 5-step process to enhance one's delegation skills and create opportunities for team members to succeed.

Anticipated Results Include:

- Managers, supervisors and other leaders will gain useful skills in delegating tasks, and gain a better understanding of the impact their delegation skill has on outcomes and their employees.
- Employees will benefit from the enhanced skills of their leaders.
- The organization will benefit from employee skill growth at all levels.

Workshop Agenda and Training Design:

The workshop agenda runs about 3 hours depending on the length of discussion and use of the optional activities. Facilitators are encouraged to add or remove activities from the overall plan to meet their specific needs or time constraints. Workshop materials should be presented in a group setting where the responses of others can be shared.

The presentation script in the Facilitator's Guide provides step-by-step instructions for introducing the activities, leading discussions, and making transitions between the video and group interactions. You are encouraged to tailor the session to your own organization.

Major Activities of the Workshop:

Introduction and Delegation Self-Assessment

Activity 1: Clearing the Deck

- Participants share common opinions on delegation, both as a delegator and as a delegatee.
- Delegation Self-Assessment
- Delegation concepts are introduced as a 5-step process.

Activity 2: Video Presentation and Review

- *A Leader's Guide to Delegating* video and group discussion of the video concepts.
- Delegation as a two-way street
- Delegation Self-Assessment revisited, and steps to take

Activity 3: The Delegation Process

- Step 1 - Analyze the Task, Step 2 - Select a Delegatee, Step 3 - Assign the Task, Step 4 - Execute the Task, Step 5 - Conduct Regular Feedback Sessions

Activity 4: Think Aloud

(continued on back)

- Earlier in the workshop participants are asked to select a delegation task they are currently facing. In this activity they will use that delegation task to role play/think aloud.

Activity 5: Personalize Your Delegation Plan

- Participants use the Delegatee Checklist to personalize an approach within their organization.
- An activity on how to hold disciplinary discussions (if they are ever needed) is provided.

Optional Activities

- A team approach to delegating
- Peer-to-peer delegation

Sample of the Delegation Assessment and Steps to Take:

Participants rate how they would describe themselves on each of the eight statements on the left, and based on their self-evaluation scores, learn which Delegation Steps (on the right) they need to focus on.

How I View My Delegation Skills	Delegation Step
1. I fully communicate all the facts about each task I delegate.	Step 3: Assign the Task
2. I know my subordinate's skills, talents and experience level.	Step 2: Select a Delegatee
3. I am comfortable sharing and assigning authority.	Step 1: Analyze the Task
4. I avoid hovering and allow my delegates to work independently.	Step 4: Execute the Task
5. I set achievable expectations and provide resources necessary for the delegatee to succeed.	Step 1: Analyze the Task
6. I encourage my employees to use their initiative when completing a task.	Step 5: Conduct Regular Feedback
7. I provide positive feedback on a regular basis.	Step 5: Conduct Regular Feedback
8. My delegates receive full recognition for their performance	When the task is completed

Workshop Materials:

Purchase of the program includes all the materials you'll need to facilitate the program for up to 10 participants. Additional materials are available for larger groups and/or subsequent training sessions.

Materials included:

A VHS or DVD of *A Leader's Guide to Delegating* that illustrates the need for effective delegation and a series of steps leaders can take to build their delegation skills.

A *Facilitator's Guide* provides an introduction to the Workshop and a Presentation Script. Workshop activities and structured discussions help participants explore their own beliefs and tactics around the issue of delegation and develop skills to do it more effectively.

A CD-ROM includes PowerPoint slides to support the scripted presentation, as well as a .pdf of the workshop's main tool, the *Delegatee Checklist*.

10 Participant Workbooks contain worksheets for completing the workshop exercises and activities.

10 Reminder Cards provide rapid access to the key points and strategies covered in the workshop.

Pricing:

Purchase Price: \$995.00 *

Rental Price: \$275.00 (includes facilitation materials only)

Additional Participant Workbooks: 1-50 \$14.95 each, 51-250 \$12.70 each, 251-500 \$11.96 each

Additional Reminder Cards: \$5.00 pack of 10

* Quantity discounts and some industry discounts are available



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