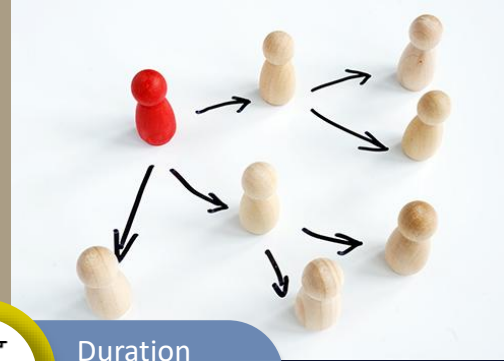


INTENTIONAL Delegation



Duration
3 Hours

Welcome & Introductions



Instructor:
John Doe

Session Etiquette

Keep your
phones on
silent mode



Avoid side
conversations



All questions
are good



Volunteer ideas
and participate



Be open to
learning from
peers



Session Agenda

Intentional Delegation

Section	Title	Time
Introduction	Welcome and Introductions	4 min
Module 1	Art of Delegating	27 min
Module 2	Challenges of Delegating	28 min
Module 3	The Four-Step Delegation Process (Steps 1 & 2)	28 min
Module 4	The Four-Step Delegation Process (Steps 3 & 4)	18 min
Module 5	Essential Skills for Coaching	67 min
Module 6	Next Steps	8 min

Workshop Goals

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

- Recognize the benefits of intentional delegation.
- Identify delegating skills that support development and build trust.
- Match delegating style competency and experience of team members.
- Apply these delegation skills in realistic workplace scenarios.
- Identify and implement the essential skills of coaching (active listening, questioning, observing, giving feedback, reinforcing/encouraging).



MODULE 1

Art of Delegating



The Art of Delegation

Make the shift from
doing to leading.



Activity 1: It's in the Cards

Teams have two trials to complete a task in the least amount of time.

Steps:

1. Lay out cards on the table, as shown in the next slide.
2. Place all cards neatly in rows. No cards should be touching.
3. Complete the task in the fastest time possible.
4. Estimate time your team will take to complete the task.
5. Teams have two rounds to improve.



TIME:
10 minutes



Activity 1: It's in the Cards

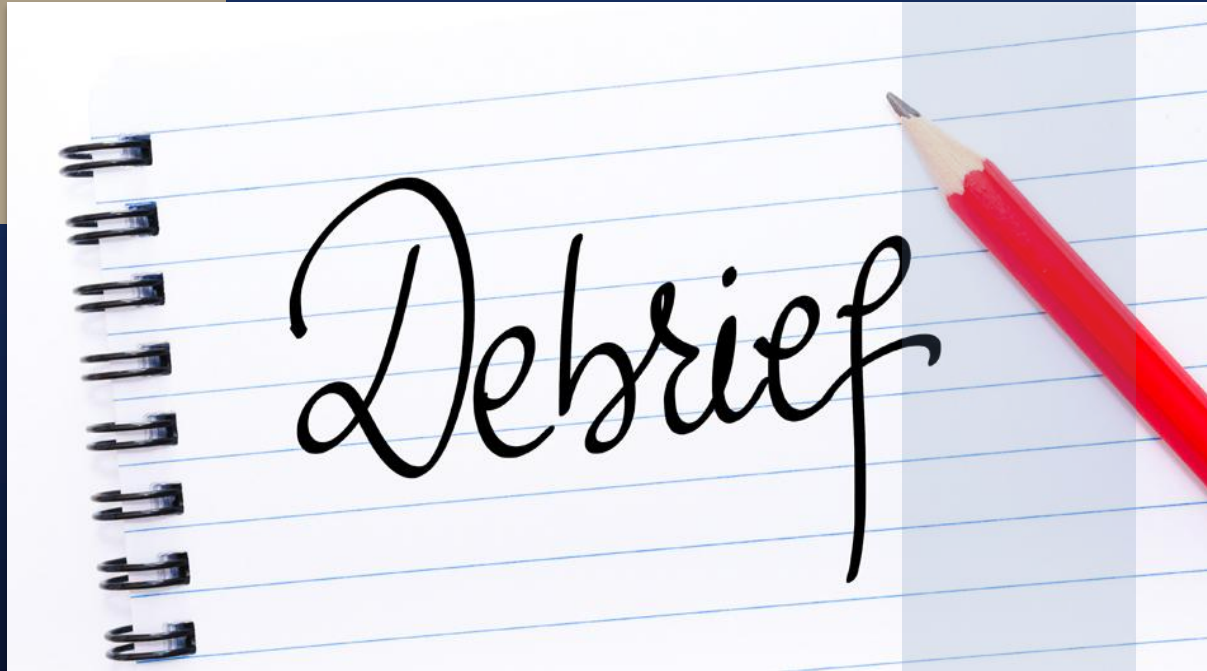
♥ A 5 J 9 2 Q 10 7 3 8 K 4 6

♠ A 5 J 9 2 Q 10 7 3 8 K 4 6

♦ A 5 J 9 2 Q 10 7 3 8 K 4 6

♣ A 5 J 9 2 Q 10 7 3 8 K 4 6

Activity 1: It's in the Cards



Activity 2: Delegation Self-Assessment

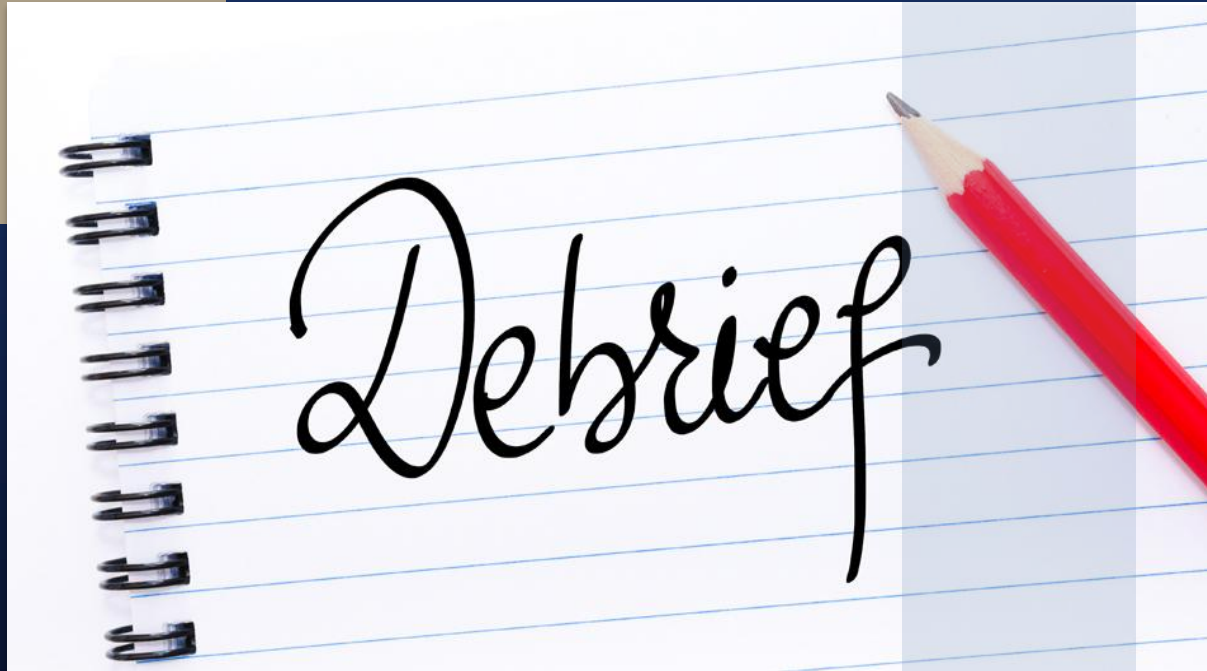
Steps:

1. For each question or statement, circle the answer that most accurately applies to you.
2. Be honest with yourself.



TIME:
8 minutes

Activity 2: Delegation Self-Assessment





MODULE 2

Challenges of Delegating

Underlying Reasons for Not Delegating

- **It takes too long to explain. I can do it faster myself.**
I'm comfortable doing the job I've been doing. If I give that up, I have to concentrate on responsibilities that I'm not comfortable with and don't like as well.
- **The team members I work with lack experience.**
What if a team member messes up the task? I'm still accountable!
- **If you want it done right, do it yourself.**
I'm the engagement lead. I'm supposed to have full control over everything!
- **I'm the only one who knows what the boss/client wants.**
If someone else can do my job, maybe I won't be needed anymore!

Activity 3: Reasons for Not Delegating

Steps:

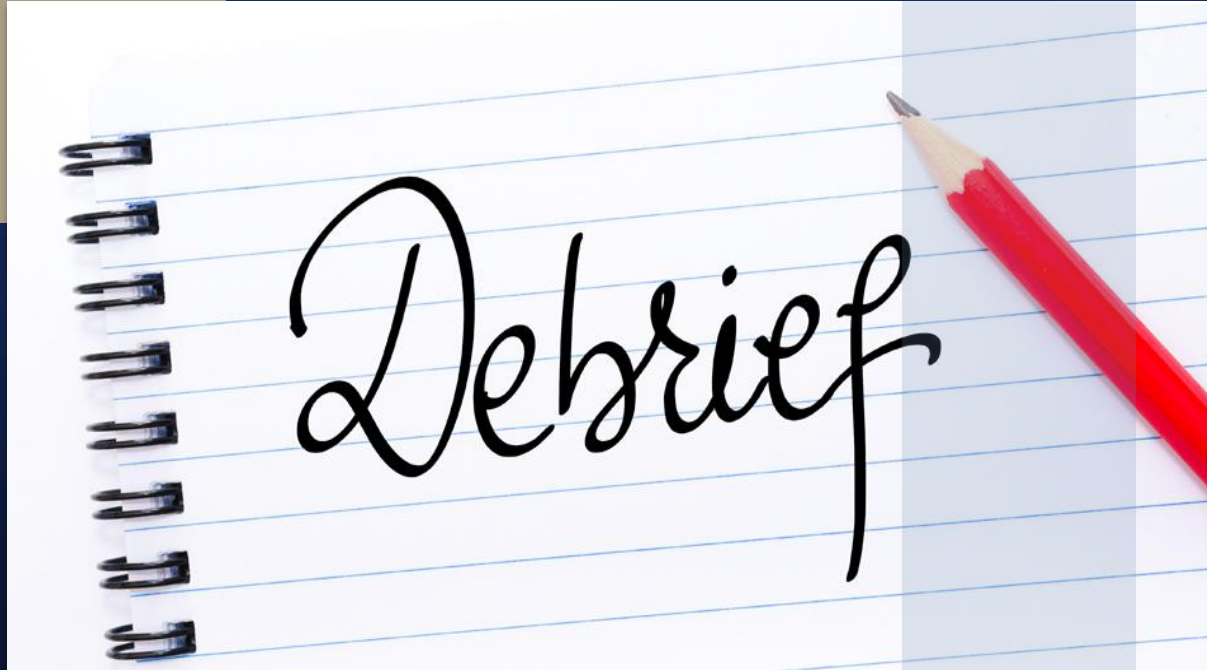
In table teams, discuss:

1. What excuses do you make to avoid delegation?
2. Why do you think you make these excuses? What are you afraid of?
3. Think of recent mistakes that you or a team member made and write down one positive thing that came out of the experience.



TIME:
8 minutes

Activity 3: Reasons for Not Delegating



Empowerment and Trust

“When you give problems to subordinates to solve themselves, you have to be sure that they have both the desire and the ability to do so. Empowerment means you have to develop people...



Empowerment and Trust

...but perhaps the most important lesson about empowerment is that effective delegation depends on a trusting relationship between a manager and his/her subordinate.”

Stephen R. Covey



Activity 4: What to Delegate/Not Delegate Checklist

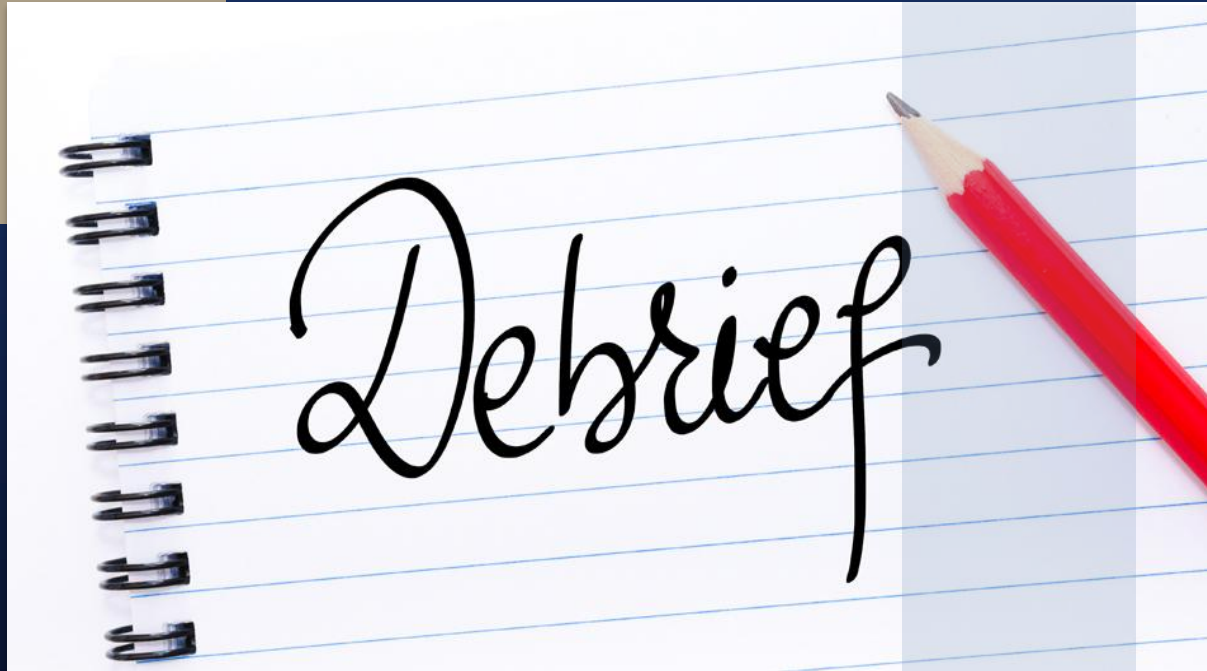
Steps:

Individually, review each task in your Workbook and place a check mark beside those items that you WOULD delegate.



TIME:
5 minutes

Activity 4: What to Delegate/Not Delegate Checklist



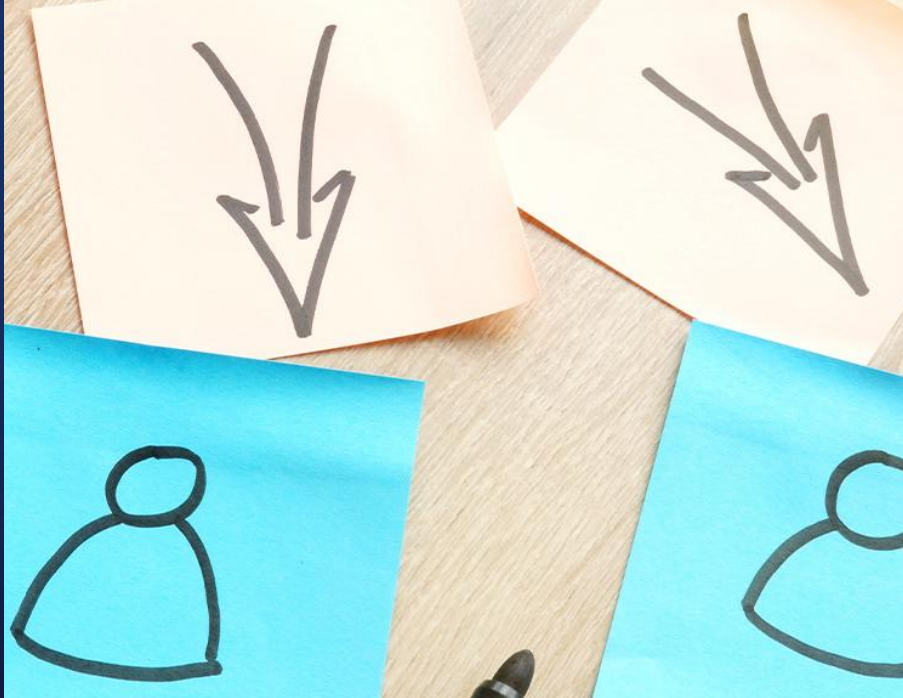
To Delegate... or Not

Delegate

- Tasks in which someone else has more experience or expertise than you do
- All or part of a task that presents an opportunity to coach a team member to develop their skills
- All or part of a task someone can do more efficiently than you can
- Work that someone who has more availability can do
- Tasks someone else can do at less cost than you
- Tasks with clearly defined procedures and end results

Do Not Delegate

- Your core responsibilities
- Things specifically delegated to you by your manager/partner
- Work the delegate lacks the experience/expertise/professional judgment needed to complete
- An emergency or short-term task where there is not time to explain it fully
- Personnel issues/tasks
- Activities with poorly defined objectives
- Personal tasks



**Thank You for
Participating!**