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**PROUDLY PRESENTS**

## **Delegating and Controlling Workshop**

### **What's in it for you?**

Delegating, otherwise known as tasking, is the way that we get other people to do work, make decisions and get results for us. To many, it is as simple as asking someone to do something for them, and that is the way that they delegate. Little wonder that so many things go wrong on the job.

Though not complicated, delegating requires a good knowledge of the process, and skill in applying it. Over the years, we have found that the majority of managers with whom we have worked cannot answer correctly the question: "How do you make delegation stick?" Delegation upwards, where employees pass work and decisions, that they should take, to their supervisors is quite common and many managers are unaware that it is happening to them.

This workshop will give you leaders and managers at all levels who understand what delegating is and how to do it and, as a result, get effective delivery from their people.

### **Who should attend?**

Anyone who has to get results through the efforts of other people from top to bottom of your organisation. The programme is accessible to lower-level supervisors except for those who do not have anyone reporting to them.

### **What is the objective of the workshop?**

To create an understanding of delegating and how to do it, and to generate an enthusiasm for effective delegating as one of the most important tools in achieving delivery.

### **Content**

#### **Delegating**

- Introduction to Delegating
- Delegating in detail

#### **Role Clarity**

- What results must the job achieve?
- What work must it do to achieve the results?
- To what standards must the work be done?
- What decisions about the work can the incumbent take?
- What resources are available to do the job?



- Where does the job fit into the organisation structure?
- The principle of shared vision:
- Preparation for Delegating
- Technique for effective Delegation
  - Ensure that the team member understands his/her new assignment, and make sure they accept it. Use a performance contract (for ongoing work) or action plan (for time-limited work).
  - Clarify the decision-making authority (power) and resources that go with the job or temporary assignment. Bear in mind the benefits of localness and withhold only the power that is necessary to provide essential restraints. Use a Work, Power and Accountability (WPA) chart to clarify power, and a Budget to clarify resources.
  - Clarify where the job or assignment fits into the organisation of the team and the enterprise.
  - Set up a firm and clear system to review progress, first by the person doing the job/assignment and then by you - the immediate team leader. This should be incorporated into your normal review system.
- Tasking jobs that are small, uncomplicated or of very short duration.
- Assignment: Prepare an action plan for a delegation in your team based on the task you identified before attending this workshop.

### **Controlling Performance and Results**

- Developing standards.
- Explanation of standards.
- The downward flow of work.
- Standards for standards.
- Technique for developing work standards:
  - Thoughts on developing standards from *The Customer Challenge*.
- Assignment: apply the technique to your own job.
- Reviewing.
- Measuring.
- Evaluating.
- The 20/80 rule.
- Review by the person doing the job, where the action takes place.
- Validating.
- Inspecting:
  - Three very important benefits.
  - One big drawback.

### **Reporting:**

- Performance review reports.
- Checks and Balances.



- Correcting.
- Prioritising.

**Diagnosing:**

- Action Planning.
- Monitoring.
- Reporting.

■ Action Plans

- What they are.
- How and when to write them.

■ Self-evaluation

■ Templates and examples

**Each workshop includes the vital skill of Action Planning!**

This workshop is one of the building blocks of the world-class

**T<sup>3</sup> Leadership/Management System**

A fully integrated system to run any enterprise, including hard and soft skills.

## **General Information**

**Price:** Prices to be provided on request

**Duration:** Two days

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