

Soft-Train®



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Technology Works*

DELEGATION (1 DAY) ST00063

COURSE GOAL: To teach the student what they need to know about delegation, from deciding which tasks to delegate and selecting an appropriate candidate to ensuring the brief is clear and the task is completed.

PREREQUISITES: None

LEARNING OBJECTIVES: Upon completion of this course the student will be able to:

- Understand Delegation
- Delegate Effectively
- Monitor Progress
- Improve Skills

Key Topics:

I. Determining Which Tasks to Delegate

- A. Determine Which Task to Delegate
- B. Identify the Right Person For the Job
- C. Assign the Task
- D. Monitor Progress and Provide Feedback
- E. Evaluate Performance
- F. Shared and Unique Skills
- G. The Quality Issue
- H. Task That Never Should Be Delegate

II. Identifying the Right Person for the Job

- A. Time Available
- B. Interest in the Task
- C. Capability and Reliability
- D. Closeness to the Problem or Issue
- E. Potential to Benefit From the Assignment
- F. Questions to Ask Yourself

III. Assigning the Task

- A. Explain the Big Picture- and the Personal Benefit
- B. Motivate as You Assign the Job
- C. Fill in the Details
- D. Discuss Resource Support
- E. Provide Authority and Decision-Making Power
- F. Be Specific About the Outcome You Expect
- G. Entertain Questions
- H. Get Agreement On Deliverables and Deadlines

- I. Complex Assignment
Need Formal Schedules
- J. Build Checkpoints Into
the Assignment

IV. Monitoring Progress and Providing Feedback

- A. Make use of Checkpoints
- B. Monitor Without
Micromanaging
- C. Provide Feedback
- D. Provide Coaching
- E. Delegate Coaching When
You Can
- F. Avoid Common Mistakes
- G. Never Take Back the
Monkey

V. Evaluate Performance

- A. Focus on Results
- B. Was the Task Complete
- C. Was the task Completed
on Time
- D. Don't Underestimate the
Time Requirement
- E. Beware of Pitfalls in
Evaluating Performance
- F. Communicate Your
Evaluation to the
Employee
- G. Address People's
Shortcomings

VI. Typical Problems and How to Solve Them

- A. Resistance
- B. The Need to Run to the
Boss With Every Problem
- C. Biting Off More Than
Can Be Chewed
- D. The Inability to
Effectively Collaborate
With Others
- E. The Inability to Handle
the Job
- F. The Task Is Completed...
Now What?

VII. Five-Day Shape-Up Plan

- A. Thinking Ahead
- B. Identify an assignable
task.
- C. Identify an appropriate
person to take on that
task.
- D. Note the key points you
should discuss when
assigning the task.
- E. Agree on a checkpoint at
which you will monitor
the person's progress and
provide feedback,
coaching, or whatever
else is needed to ensure
success.
- F. Set a deadline for
completion
- G. After-Action Evaluation
- H. What About You?