



INTRODUCE workshop by explaining:

- Delegation is one of the most important tools for managers to use. The people around them are a vital resource and using them effectively can really maximise performance
- The bite sized workshop is about understanding what delegation is, what are its benefits to both employee and manager, it's barriers (why managers don't delegate enough) and looking at the delegation process in detail – a 10-step delegation plan

REFER to back page of delegate handout to encourage thoughts about action planning throughout this bite sized session.

Delegation

Involves entrusting another person with a task/project (**responsibility**) for which the delegator remains **accountable**



DELEGATION

ASK delegates' views on the definition of 'delegation' ensuring that the ownership of accountability and responsibility are covered. In other words, 'the buck stops with you' as delegator if things go wrong.

EMPHASISE that we delegate decision making and use of resources to the delegatee.

REVIEW above slide to reinforce, referring to the handout: Delegation.

DISCUSS the sorts of tasks that cannot be delegated as a manager. For example:

- Setting strategy
- Leadership issues e.g. Being inspirational in meetings when selling a new process, or a change in a system
- Discipline and human resources matters e.g. Discussion around pay and benefits for your staff
- Confidential, security and policy matters e.g. Resolving a grievance about the company by a staff member

Benefits and Barriers Exercise

SPLIT delegates into 2 groups and assign a task to each – one to do **Benefits** the other to cover **Barriers**. **ASK** each group to capture feedback onto flip paper. **REFER** to handout: Delegation – Benefits and Barriers.

REVIEW exercise, ensuring main points are covered, with suitable examples. **USE** the next 2 slides as a summary to ensure that delegates are sold the message that the benefits outweigh the barriers.

Benefits of Delegating

- Frees us up to do more important work
- Time to reflect and be creative
- Develops staff - they do tasks they don't normally do
- Gives variety and responsibility
- Provides cover in our absence
- Creates a more effective department by reducing fire fighting and encouraging team working

POINT OUT:

- When we think about 'Benefits' we often think what we, as managers, are going to get out of the delegation. Perhaps, to help sell the task to employees, we ought to concentrate equally on what they also will get out of it
- The mundane tasks that we do might be motivating for others (especially if they do repetitive jobs)
- When we reflect on our job we can look for better ways of doing things, improving department efficiencies or give us the time to coach and develop others
- Herzberg's motivational theory suggests that people are motivated by variety and extra responsibility. It's amazing how motivating it can be to give someone the responsibility of looking after new starters, or organising the department stationery
- In delegating regularly we are helping people develop into 'filling our shoes' if we ever leave the job
- Delegation effectively gives more ownership to the staff and encourages them to think for themselves