

The University of Toledo
College of Business Administration
Executive Center for Global Competitiveness

DELEGATING FOR RESULTS

Program Overview

Let's face it - we can't do it all. With increasing and changing workloads and demands, we're competing against time and conflicting priorities every day. So mastering the most crucial skill in management is critical for staying on top of one's job.

Delegation signifies more than getting work done through others. When one delegates, it frees up the time to focus on planning, organizing, motivating, and controlling—true management functions. Managers are able to develop challenged and committed employees who are more likely to exceed all expectations. It enables supervisors to accomplish greater results and meet deadlines more easily. Delegating allows them to earn a “can-do” reputation and groom their successor—making themselves more promotable. The bottom line is this—delegating work effectively benefits everyone.

Program Objectives

During this program, participants will learn how to:

- Overcome the self-imposed, employee-imposed, and situation-imposed obstacles to delegation
- Identify which activities should be delegated and which should not be delegated
- Select the right person to fit the delegated task or project
- Delegate work and ensure it's done right—without meddling
- Give clear instructions and confirm understanding
- Manage the four delegation challenges—over-delegation, under-delegation, reverse delegation, and horizontal delegation
- Use increased levels of authority to empower and motivate their people
- Maintain control and keep track of what was delegated

Program Agenda

- How well do you delegate—a self-assessment
- Uncovering the reasons you don't delegate and understanding the reasons you should delegate
- Common barriers to delegation and how to break through them
- Delegation—what it is and what it isn't
- The art of delegating—how to decide what to delegate and to whom
- The “Delegator's Dozen”—12 steps for helping you and your people succeed
- The anatomy of delegation—giving responsibility, granting authority, and requiring accountability
- 6 levels of authority for making contracts with employees
- The impact of social styles on the delegation process
- The case of over-delegation—what to do when you're feeling swamped and in danger of losing control
- The case of under-delegation—what to do when your boss doesn't delegate to you
- The case of reverse delegation—what to do when an employee resists a project
- Horizontal delegation—how to get peers to meet your requirements and deadlines when you have no authority over them
- Tools to use for tracking projects and maintaining control
- How to diplomatically communicate and correct behavior when performance is inadequate

About the Instructor

Debra A. Smith is a nationally respected consultant, speaker, and seminar leader. Her subject is professionalism—a composite of respect for the organization, respect for the people it serves, and respect for oneself. She develops this professionalism in her listeners, thereby enabling employees to reach their highest potential within the organization. People who attend her seminars gain new insight and direction, reinforced by effective skills that greatly enhance their performance. Every year Debra travels to over 100 cities in the United States and Canada to deliver her seminars on communication, time management, conflict resolution, and customer relations. Her seminars are skillfully designed to meet the needs of managerial, supervisory, and support personnel. She has trained over 450,000 people from organizations in the private sector and government as well as in numerous colleges and universities.

If you wish to tailor this program for onsite training at your company, please contact Carrie Herr, the Director of ECGC, by calling 419-724-2591 or via email at carrie.herr@utoledo.edu.

Some of our other Management Development topics to be considered for onsite training include: Effective Business Writing, Quality Customer Service, Team Building, Powerful Presentation Skills, Writing Accurate, Effective E-mail, Managing Conflict, and Mentoring in Today's Workplace.

For topics not listed here or on our website, give us a call and we will discuss developing a training curriculum specific to your needs.