

FACILITATOR GUIDE: ENHANCING YOUR CAREER THROUGH DELEGATION

THE FACILITATOR'S JOB:

1. To create a positive learning environment
2. To maintain the group's focus and keep them on track with course material
3. To encourage everyone to participate
4. To remain neutral, treating everyone fairly, making sure everyone has a chance to participate and encouraging everyone to engage
5. To ask the sample questions below or insert your own

LEARNING OBJECTIVES FOR THE COURSE:

1. Understand the steps to delegating well
2. Know which tasks a leader should be doing and which should be delegated, plus understand who to delegate tasks to
3. Implement a simple, 4-step delegation process

SESSION LENGTH: 60 - 90 MINUTES

Module 1: What is delegation and why do it? (10 - 20 minutes)

1. What's the last job/task you did that made you feel nervous or uncomfortable?
2. "Your business is just a reflection of you." Do you agree or disagree?
3. How does your department or business reflect you personally?
4. Have you ever abdicated a job and had it not work out? Has this ever happened to you?

Module 2: Obstacles that keep us from delegating (10 - 20 minutes)

1. Which obstacle can you relate to the most?
 - ✓ If someone else does it, my value will decrease
 - ✓ It's quicker and easier to do it myself.
 - ✓ No one can do it as well as I can.
 - ✓ People on my team are resistant to additional work.
 - ✓ I have no one to delegate to.
 - ✓ It's my job to lead by example and do everything.
 - ✓ I tried delegating and it was a disaster.
2. Can you give an example or reason why you relate to this obstacle?

Module 3: What you should be delegating and to whom (10 - 20 minutes)

1. Which team leader tasks do you enjoy doing? Which do you dislike? (Refer to the worksheet)
2. Which team member tasks do you enjoy doing? Which do you dislike?
3. What do you love doing most at work, and what do you most dislike?
4. Which tasks on the worksheet should you be delegating?
5. Who should you be delegating to? Who shows promise?

Module 4: The three keys to successful delegation (10 - 20 minutes)

1. Do you follow the simple steps to delegation?
 - ✓ You watch me
 - ✓ We do it together
 - ✓ I watch you
 - ✓ You do it alone
2. Which step are you most likely to skip?

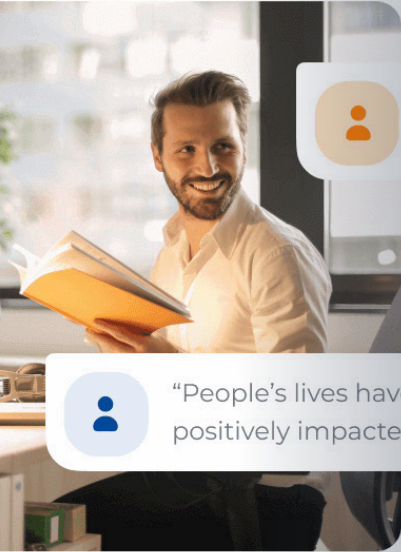
Module 5: Setting up a feedback loop (10 - 20 minutes)

1. Do you find it intimidating or uncomfortable to ask for feedback from a person you're delegating to? Why or why not?
2. "Trust and verify." Do you agree or disagree with this statement? Have you ever been let down before?
3. What's the difference between "verifying" and micromanaging?
4. What sort of feedback loop works for you?

Wrap-Up

1. Any other questions/comments?
2. Discuss which course is next, when it will be completed and the date/time of our next meeting.

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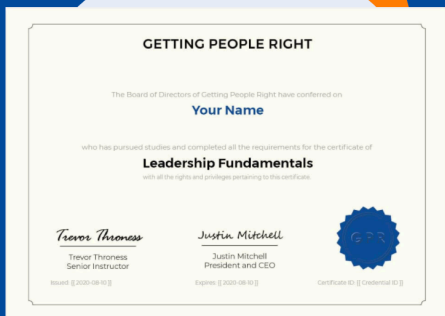
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