

# ART OF DELEGATION

## DURATION

2 Days

## OVERVIEW

By definition, delegation (or passing down) is the assignment of authority and responsibility to another person (normally from a manager to a subordinate) to carry out specific activities. It is one of the core concepts of management leadership. However, the person who delegated the work remains accountable for the outcome of the delegated work. Delegation empowers a subordinate to make decisions, i.e. it is a shift of decision-making authority from one organizational level to a lower one. Delegation, if properly done, is not abdication. The opposite of effective delegation is micromanagement, where a manager provides too much input, direction, and review of delegated work. In general, delegation is good and can save money and time, help in building skills, and motivate people. Poor delegation, on the other hand, might cause frustration and confusion to all the involved parties.

Many people are ending up doing work that could easily be done by others, which would of course free up time to do other things. This is important for managers. Managers should be planning and working with people. Delegation is not only an effective way to get things done, but delegation is an effective way of training. People learn by doing. They can learn by hearing, reading and watching, but nothing teaches better than a hands-on application. Delegation is the road to teaching, mentoring, and coaching. Also, delegation usually gets things done faster as well?

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# MANAGEMENT AND LEADERSHIP SKILLS PROGRAMS

## KEY MODULES

- Delegation is not just a time saving tool
- Objectives of delegation and empowerment practices
- Common barriers to delegation
- Exploring managers insecurities towards delegation
- Organization risk management and delegation solutions
- Delegation styles and techniques
- What to delegate and when – choosing the tasks and the people
- The delegation model and the application on CASES
- Managing a delegated assignment through an employee
- Delegation and empowerment with difficult employees
- Identifying the different types of difficult employees
- Using empowerment and delegation as a coaching tool and vice versa
- Understanding the make-up and the reasons for performance difficulties
- Developing an action plan

## LEARNING OUTCOMES

- Overcome their fears from delegation
- Re-Evaluate the time allocation practices in work
- Understand the importance of a second line and develop a plan for it
- Carry out delegation and empowerment tasks for the employees
- Better understand and deploy “difficult employees”
- Better allocate of work and delegation to their employees
- For the managers to prevent themselves from becoming the bottle neck for decision making and operations within their units through re-allocating their authorities responsibilities and knowledge to others
- To understand how delegation contributes to the growth and development of a second line in the organization and how to manage the insecurities some managers can have