

Module #1:
Leadership Through Quality
Getting More Done Through Delegation

Module Objectives

- Participants will assess themselves as delegators of responsibility and authority.
- Increase awareness of key delegation communication skills.
- Learn eight important ingredients of effective delegation, and
- Practice effective delegation communication skills.

Module Description

This **Leadership Through Quality** Management Development Module will provide participants with the opportunity to learn about the concept of delegation, which includes the following eight ingredients of effective delegation: directions, rationale, outcomes, authority, deadline, feedback controls/follow-up and support. This module focuses on providing participants with skills to enhance their ability to delegate assignments and responsibilities to their staff. Participants will also assess their attitudes and current practices as delegators, and through experiential activities, explore how to strengthen their delegation communication skills.

Delegating With Impact Some Interrelationships

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**DELEGATION = COMMUNICATION + MANAGEMENT + LEADERSHIP
(A FORMULA FOR SUCCESS)**

**"Delegation: is accomplishing organizational purposes
through the proper deployment of people."**

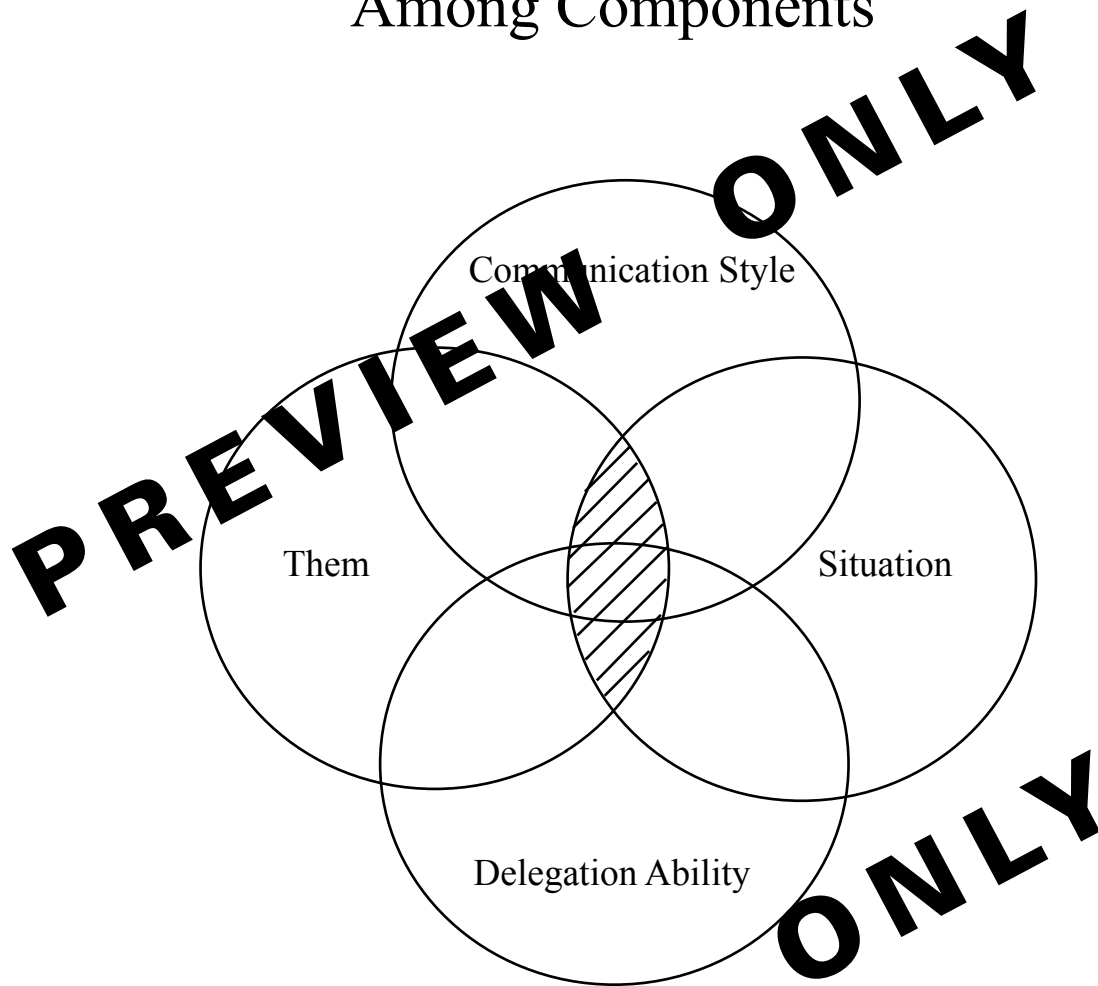
**"Communication: The process by which information is exchanged
and understood by two or more people, usually with
the intent to motivate or influence behavior."**

**Management: The process of planning, organizing, controlling and leading
the efforts of organizational members toward goals**

**"Leadership: An Influence Relationship
Between Two or More Individuals"**

**Anytime a manager performs a task someone else could do,
They keep themselves from a task only they can do."**

Your Delegation Impact = Strength of Relationship
Among Components



The "Delegate With Impact" Model emphasizes the interrelationship among each of the four components (Your Communication Style, Your Delegation Ability, The Situation/Task and Them or their readiness and ability). In addition, the model displays how one's choice of strategy for dealing with the components will impact the nature of the interaction. Your strategy serves as your "zone of influence" and the stronger the alignment among the components, the more effective your ability to delegate will be.

As you attempt to influence these components...
you are also being influenced by them.

How Well Do I Delegate? A Questionnaire

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For each question, check the most appropriate answer. Please be honest with yourself.

1. I have to take work home or work late.
a. Almost every night b. More often than not. c. Occasionally d. Almost never.
2. Do I spend more time working on details than on planning and supervising?
a. I spend almost all my time working on details.
b. Working on details takes up somewhat more time than planning and supervising.
c. I spend relatively less time working on details than on planning and supervising.
d. I spend almost all my time planning and supervising.
3. In projects that I delegate, I overrule or reverse decisions made by my direct reports.
a. Almost never. b. Occasionally. c. Quite a bit. d. Almost always.
4. I desert direct reports or revoke their authority before they finish a project.
a. Almost never. b. Occasionally. c. Quite a bit. d. Almost always.
5. I am interrupted by direct reports who come to me for advice, for decisions.
a. Almost never. b. Occasionally. c. Quite a bit. d. Almost always.
6. Do I have unfinished jobs accumulating and difficulty meeting deadlines?
a. Yes, it is an overwhelming problem.
b. A significant problem but not overwhelming.
c. Moderately true.
d. No problem here.
7. Do I specify the results I expect from a delegated project or do I specify the tasks to be done?
a. Almost always I ask for a result.
b. More often than not I ask for a result.
c. More often than not I specify the tasks to be done.
d. Almost always I specify the tasks to be done.
8. Do my direct reports take the initiative in expanding their authority with delegated projects or do they wait for me to initiate all assignments?
a. Direct reports constantly seek ways to expand their authority.
b. Direct reports are relatively aggressive in expanding their authority.
c. Direct reports self-initiate occasionally, but more often than not, they wait for me to initiate delegations.
d. Direct reports wait for me to initiate all assignments.

After completing the questionnaire, look over your responses and try to honestly determine how well you are currently doing in the delegation process. Be prepared to share your answers with a colleague.

Assessing Yourself As a Delegator

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Instructions: Enter as many tasks as you can that would fit under each column below. First make a list of things you have already delegated. Then think of all the tasks you currently do yourself and decide which are candidates for the three remaining columns.

Things I Have Already Delegated	Things I Could Delegate	Things I Am Uncertain About Delegating	Things I Cannot Delegate
<p>PREVIEW ONLY</p> <p>PREVIEW ONLY</p> <p>ONLY</p> <p>ONLY</p>			