

Effective Delegation

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Contact details

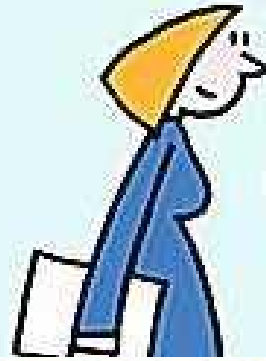
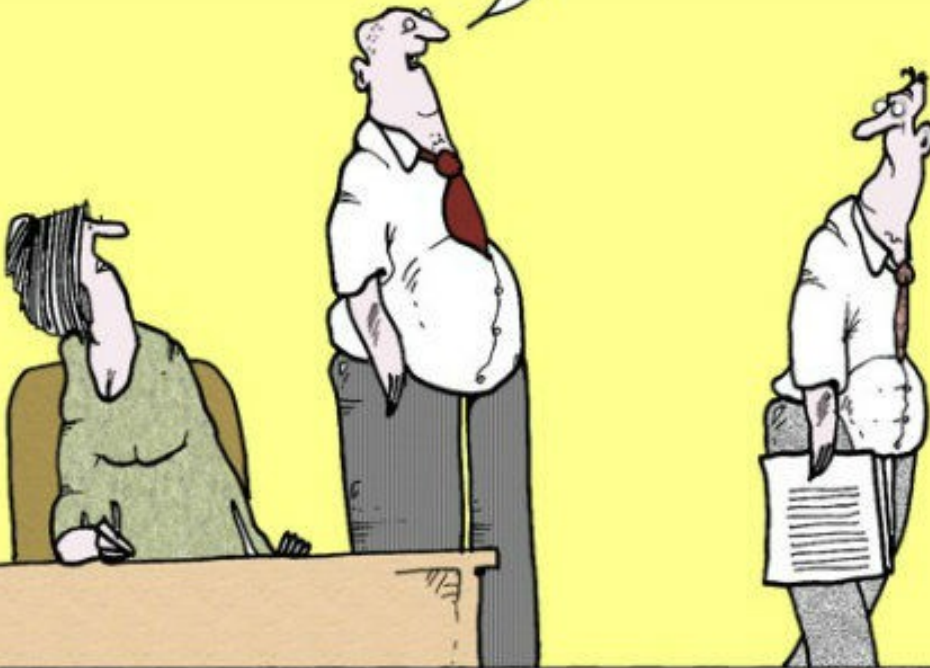
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"I start my day by making a list of everything I need to do . . . and who I can get to do it for me."

**MY NEW YEARS RESOLUTION WAS TO DELEGATE MORE
....SO I DELEGATED MANAGING MASSIVELY INCREASED DEMANDS
WITH DRASTICALLY REDUCED RESOURCES TO GEORGE**



I DELEGATED ALL MY RESPONSIBILITIES, NOW THERE'S NOTHING LEFT TO DO.



obtainable from
om



Perspective

- Funding cuts.
- Service cuts.
- Reduced resources.
- Increased workload.
- Reduced morale.
- Delivering value.



Objectives

- To review our own mind set on delegation.
- To identify potential delegation tasks.
- To identify two key delegation activities.
- To identify peoples delegation potential.
- To identify an practical delegation process.

Participation



TIME TO THINK

LISTENING TO IGNITE
THE HUMAN MIND



*"Do not be fooled by the simplicity of this process.
It will unleash the power of your whole organization."*

British Telecom

NANCY KLINE

"Listen with fascination"

Delegation



Cognitive Dissonance

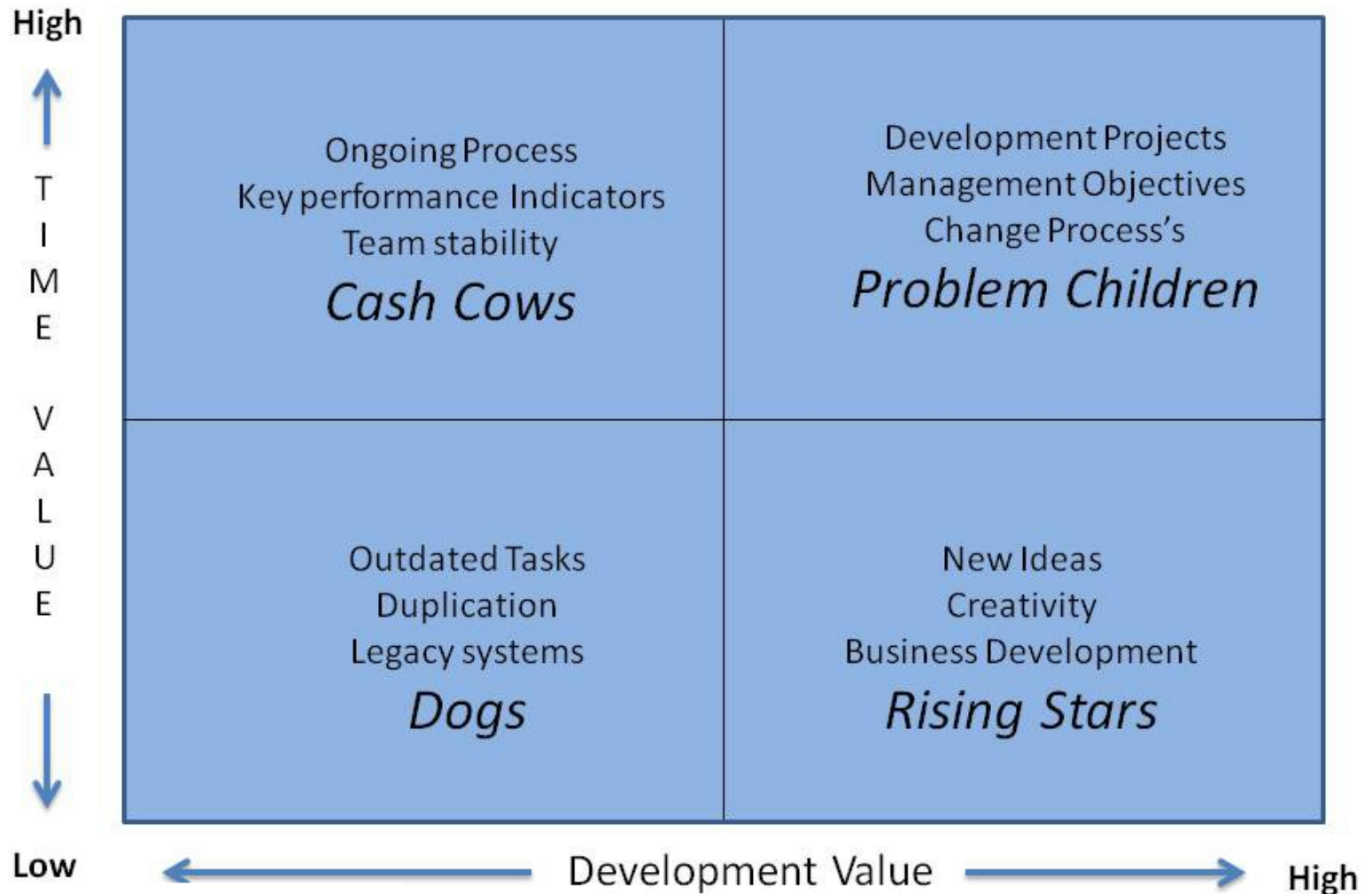
Leon Festinger (1957) social psychology's most important and most provocative theory.

Cognitive dissonance the feeling of discomfort produced by the presence of two thoughts that are in conflict from one another.



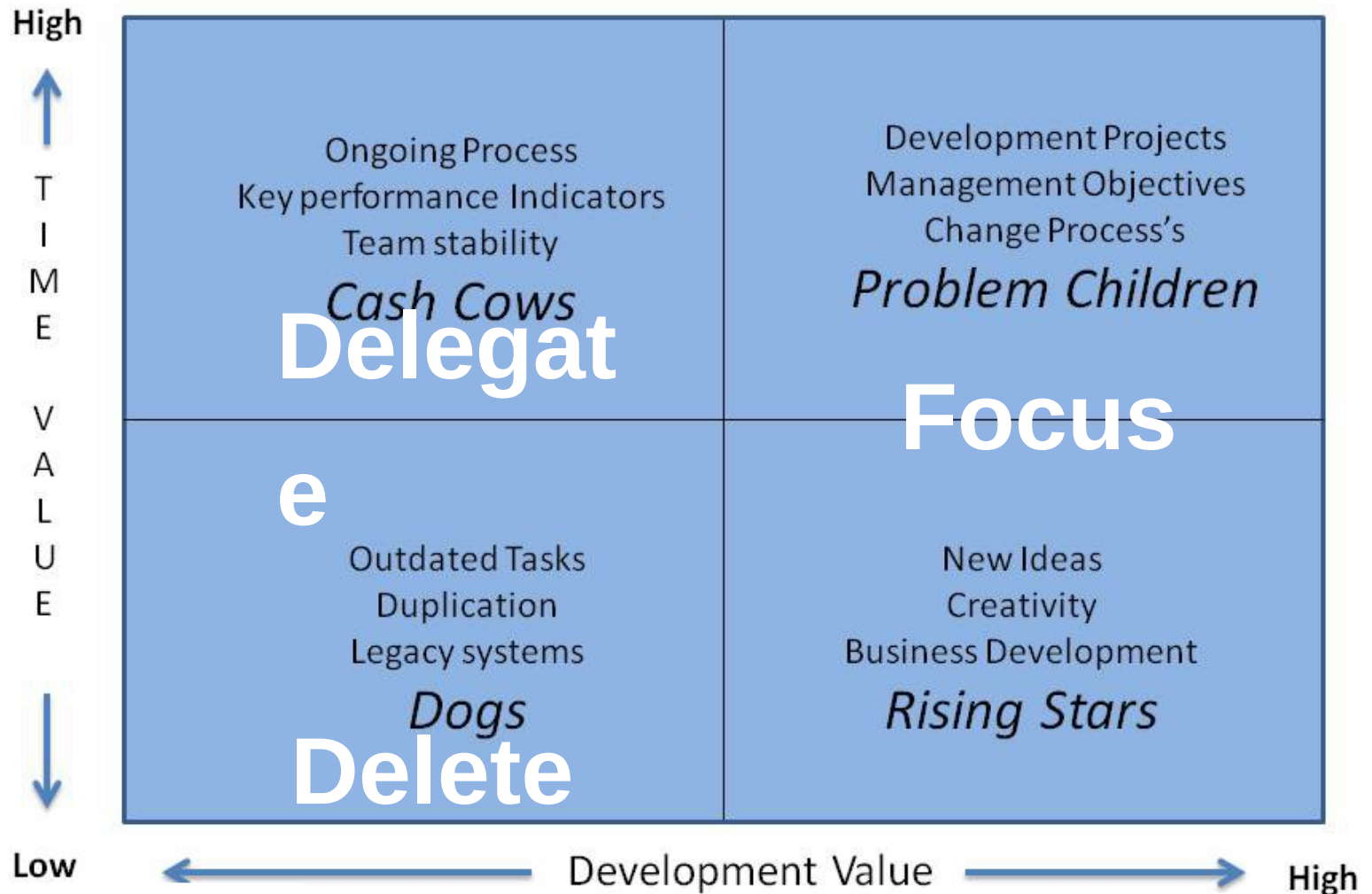
Delegation

Delegation Analysis Tool



Delegation

Delegation Analysis Tool



Above or Below the Waterline?



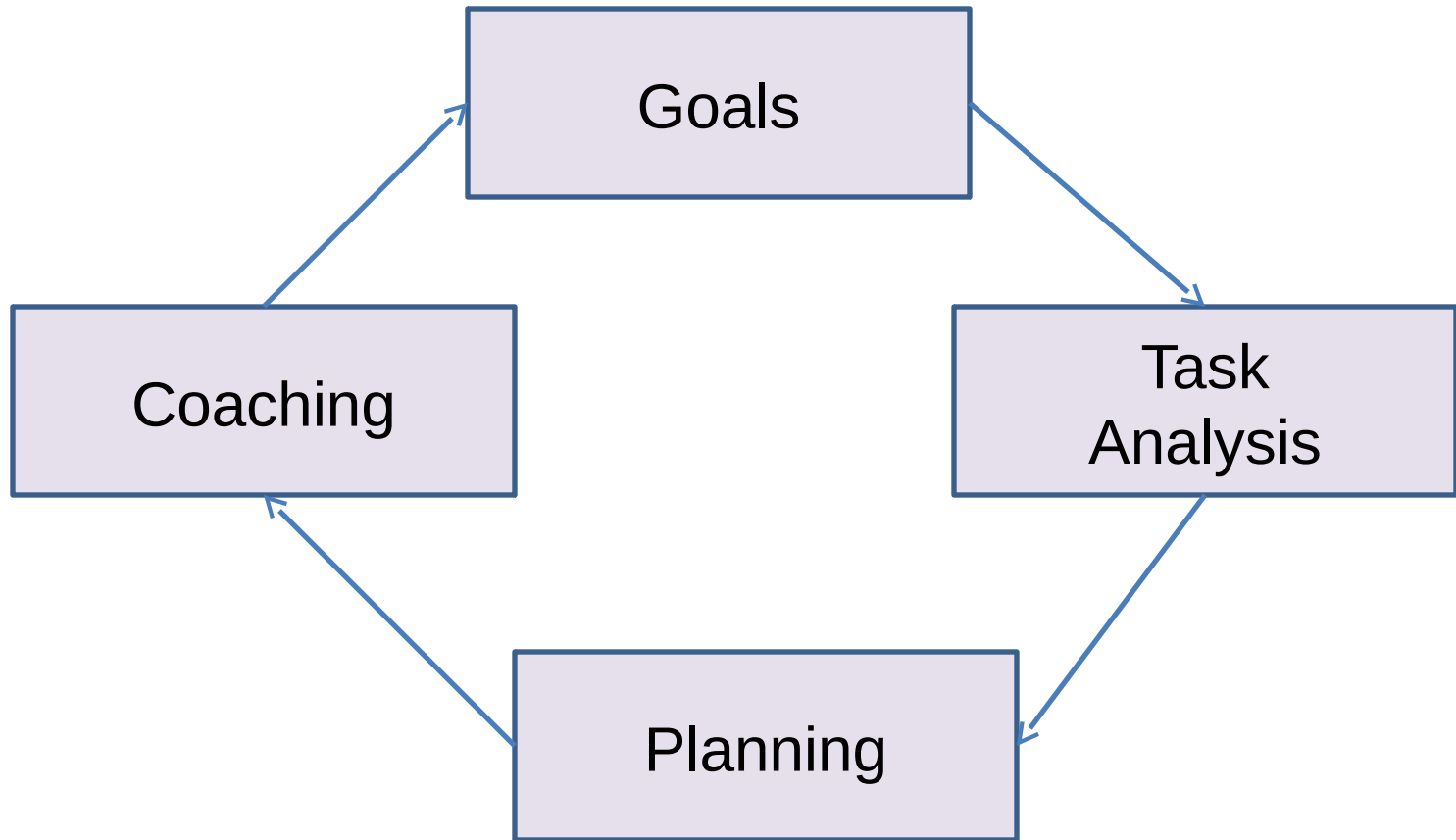
A realistic approach

Challenge norms

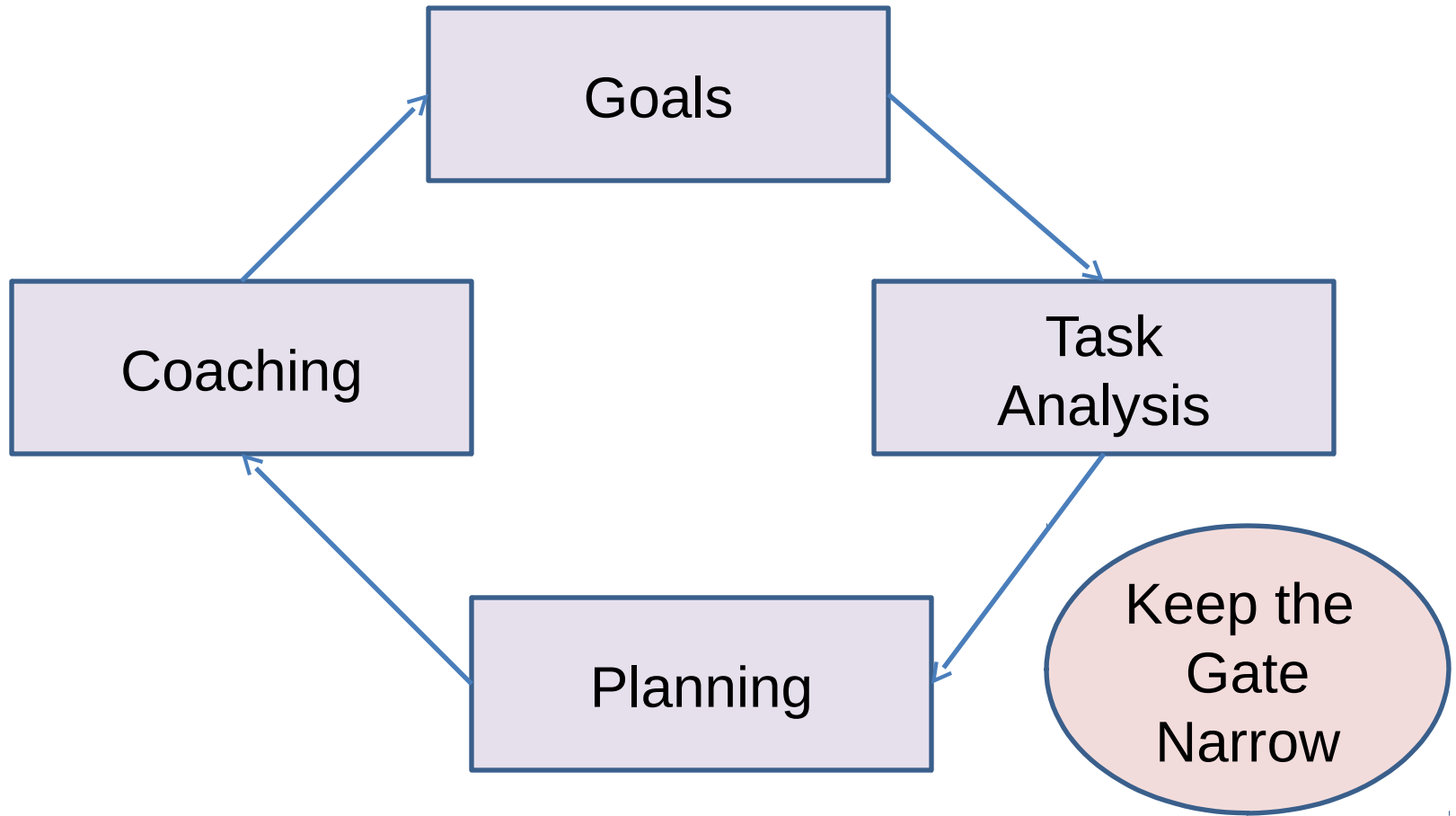
Trust based on evidence

Challenging people

Suggested Process



Suggested Process



Coaching

Coaching /feedback culture.

Prescribed vs. Spontaneous

Appraisals.

1:1 sessions.

Identify the consequences.



Keep the Gate Narrow

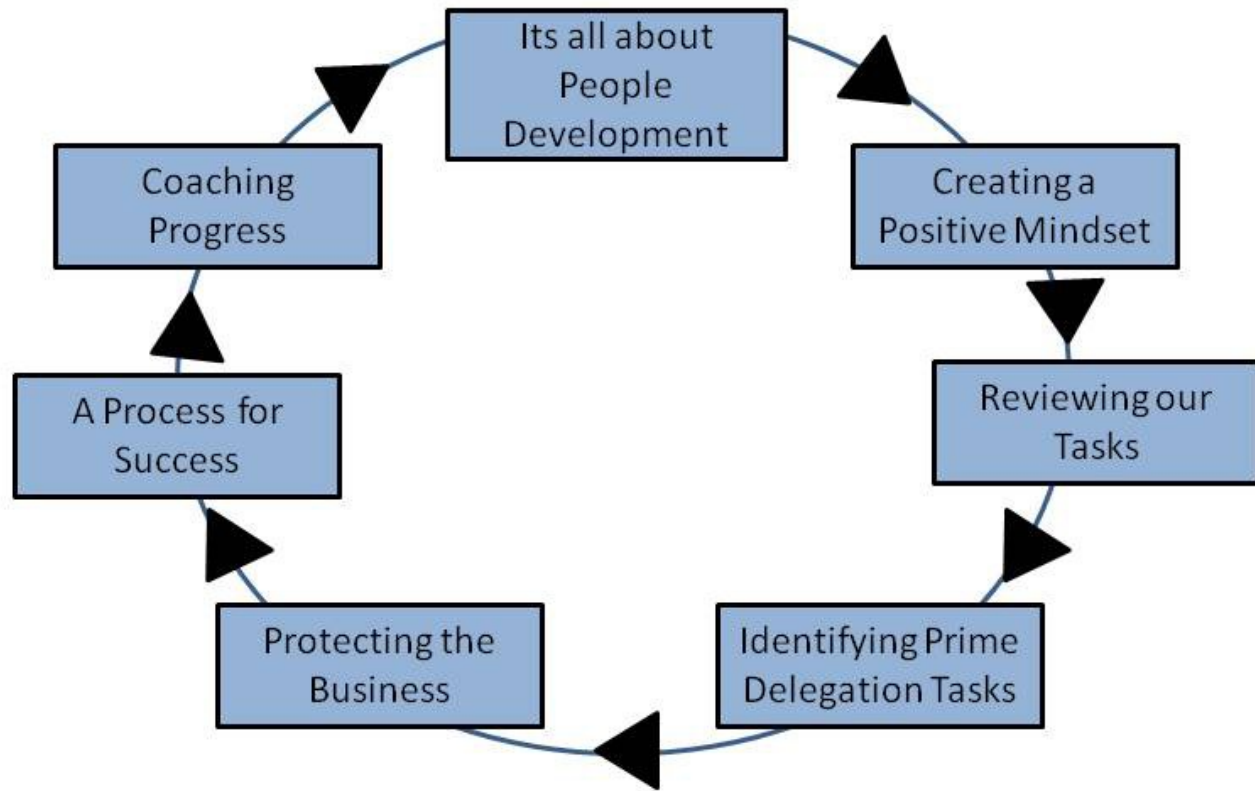


- Reduce the margin of error
- Protect the business
- Protect the employee
- Involvement in the process
- Link to coaching structure

Skills/Confidence/Goals

		10									
Skill Level	9	High skill level or evidence					Evidence of skills and Confidence in activity				
	8	Of transferable skills					<i>Focus on challenge</i>				
	7	<i>Focus on coaching</i>									
	6										
	5	Little or no evidence of Competency in this area					Motivated to develop				
	4						Skills in this area				
	3	<i>Focus on training and Coaching</i>					<i>Focus on Skills</i>				
	2										
	1										
			1	2	3	4	5	6	7	8	9
		Confidence Level									

Great Delegation



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All slides available at
orginspire.com



Delegation overview

Views of delegation – mind set

Delegation cards **activity**

Why delegate – cognitive dissonance – employee feedback

Activity brainstorm **activity**

Explain matrix – post its to matrix - **activity**

Examine compare – challenge between managers

How to delegate – two key factors

Process – smart /task analysis / coaching feedback

Skill will model my people – **activity**

Team activity overview – team session on responsibilities

Evaluation **activity**