Overview

**Delegating**

The Delegating Café is a short blended learning experience oriented around the concepts and skills found in the Harvard ManageMentor Delegating topic. The learning experience consists of three components:

*60 to 90 minutes 60 minutes Ongoing*

Objectives

At the conclusion of the blended experience, managers will be able to:

**Determine what work to delegate and who to delegate it to**. Specifically, the experience will help managers:

* Identify their goals/purpose/reason for delegating
* Learn how to delegate work by task, project, or function
* Identify the type of work to delegate\*
* Determine to whom they should delegate\*

**Communicate the assignment and secure commitment to the work**. Specifically, the experience will help managers:

* Clearly explain the assignment to their direct reports\*
* Grant decision-making authority

**Monitor and support their direct reports’ delegated work.** Specifically, the experience will help managers:

* Track and monitor delegated assignments\*
* Provide support\*
* Handle reverse delegation
* Resolve problems
* Identify lessons that can be applied to subsequent delegated assignments

\*Objectives with an asterisk are included in Part 2, the Café session.

Part 1: Self-paced, Individual Preparation

Prior to the live Café session, participants are expected to complete the following assignments:

* Review the following online lessons from the Harvard ManageMentor Delegating topic:
  + The Delegation Advantage
  + Prepare to Delegate
  + Communicate the Assignment
  + Monitor and Support the Work
* Complete the online comprehension test from the Harvard ManageMentor  
  Delegating topic
* Identify a task that they are thinking about delegating so they can apply the activities in the Café to their situations

Part 2: Live, Group-based Café Session

The Café session represents the core element of the learning experience. The purpose of this session is to provide an opportunity for managers to:

* Exchange ideas and questions with others
* Discuss how concepts and skills apply in the workplace
* Practice and begin application of those concepts and skills
* Build momentum and support for applying the concepts and skills in the workplace

Working through the live Café session guide should take approximately 60 minutes. If the facilitator prefers a shorter session or wishes to spend more time on a specific concept or activity, he or she may want to cover only those concepts and activities that are most relevant to the group.

| SECTION | ACTIVITY | TIME |
| --- | --- | --- |
| **Introduction** | * Show icebreaker question while participants are arriving to the session (What prevents you from delegating?). * Introduce facilitators. * Review tips for using technology during the session. * Set context: How does delegation benefit managers, their direct reports, and the organization? * Debrief icebreaker question. * Review session objectives. | 8 minutes |
| **Skill focus: Prepare to delegate** | Facilitate practice activity: Review a scenario where a manager needs to delegate work. Participants:   * + Identify tasks that are appropriate for delegation   + Select the right person for the job * Review tips on what to delegate and to whom. * Reflection activity: Learners identify a real work task to delegate and an appropriate person to delegate it to. | 18 minutes |
| **Skill focus: Communicate the assignment** | Facilitate practice activity: Prepare to communicate an assignment. Participants:   * + Improve a statement that explains the delegated task * Review “Six steps for communicating an assignment” from online Harvard ManageMentor Delegating topic. * Reflection activity: Learners determine how they will explain the work assignment they previously identified to their direct reports. | 13 minutes |
| **Skill focus: Monitor and support the work** | Review potential methods for monitoring progress in the context of the scenario.   * Facilitate practice activity: Practice supporting the work. Participants:   + Identify effective strategies for supporting direct reports in the context of the scenario * Debrief Harvard ManageMentor Worksheet activity “How helpful is your support?” Participants:   + Identify common areas that require improvement   + Share ideas for improving in those skill areas * Reflection activity: Learners identify how they plan to monitor the real work assignment and support their direct reports. | 18 minutes |
| **Applying what you’ve learned** | Review session objectives and skill areas discussed.   * Review directions for completing the On-the-Job section of the online Harvard ManageMentor topic, including the action plan. * Close the session. | 3 minutes |

Part 3: Self-paced, Individual Application

After the live Café session, participants are expected to complete the following assignments:

* Complete the online On-the-Job section in the Harvard ManageMentor Delegating topic. The section provides learners with an opportunity to choose a skill to focus on and create an action plan for applying and developing the skill.
* Execute their action plan over a specified timeframe (e.g., 60 or 90 days).
* After the specified timeframe (e.g., 60 or 90 days), access the online On-the-Job section in the Harvard ManageMentor Delegating topic to update the action plan and reflect on the experience.