CONCEPT

Delegation Skills and Team Empowerment for Supervisors and Managers

16 – 20 August 2027
Barcelona - Eixample district four-star



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Ref: 917_21335 **Date:** 16 – 20 August 2027 **Location:** Barcelona - Eixample district four-star **Fees:** 23500 SAR

Introduction:

Delegation skills are often the missing link between a busy supervisor and a capable team. Supervisors who keep hold of routine tasks become bottlenecks, their people stop growing and decisions queue on one desk. This Core Concept course shows team leaders how to choose which work to hand over, match each task to a person's readiness, brief it clearly and follow up without hovering. Participants rehearse handover and check-in conversations and build a Personal Delegation Plan with a Task-Person Matrix for their own team.

Course Objectives:

- Identify the personal habits and beliefs that stop them handing over work, and the tasks they should release first
- Sort their current workload into tasks to keep, share, hand over or drop using a delegation audit
- Match each task to a team member's skill and willingness, choosing the right level of freedom for that person
- Brief a delegated task with a clear outcome, boundaries, resources and agreed check-in points
- Follow up on delegated work, handle returned tasks and mistakes, and build ownership without micromanaging
- Produce a Personal Delegation Plan with a Task-Person Matrix for their own team

Target Audience:

- Supervisors who allocate daily work to operators, technicians or clerical teams
- Team leaders who carry a personal workload alongside responsibility for a small team
- Line managers whose teams wait on them for decisions and sign-offs
- Section heads coordinating staff across shifts, sites or remote locations
- Project and service coordinators who hand work to colleagues they do not line-manage

Course Outline:

Day 1: Why Supervisors Hold On to Work

- Delegation Defined: Handing Over Responsibility While Keeping Accountability
- Barriers Self-Check: Fear of Losing Control, Perfectionism and the I Can Do It Faster Trap
- Personal Workload Audit Using a One-Week Activity Log
- Keep, Share, Hand Over or Drop Sorting Grid
- Cost of Non-Delegation Scorecard: Bottlenecks, Overtime and Stalled Growth

Day 2: Delegation Models and Levels of Freedom

- Levels of Delegation Ladder: From Look Into It and Report to Act Independently
- Tannenbaum-Schmidt Continuum of Leadership Behaviour
- Situational Leadership Development Levels for Task Readiness
- Skill and Will Grid for Sizing Up Each Team Member
- What Not to Delegate: Confidential, Disciplinary and Crisis-Critical Tasks

Day 3: Planning, Briefing and Handing Over the Task

- Task Breakdown Sheet: Outcome, Deadline, Standards and Constraints
- Handover Briefing Script: Purpose, Scope of Decision, Resources and Support
- Checkpoint Schedule Linked to Task Risk and Person Readiness
- Understanding Check Using Teach-Back Questions
- Delegation Record Card for Tracking Handed-Over Work

Day 4: Follow-Up, Returned Work and Building Ownership

- Oncken and Wass Monkey Management: Stopping Upward Task Transfer
- Progress Review Conversations Without Micromanaging
- Mistake Recovery Routine: Diagnose, Coach and Re-Hand the Task
- Hackman-Oldham Job Characteristics Model and Self-Determination Theory for Autonomy and Motivation
- Delegating Across Remote, Hybrid and Cross-Functional Teams Using Shared Task Boards

Day 5: Role-Play Practice and the Personal Delegation Plan

- Role-Play: Handing a Stretch Assignment to a Reluctant Team Member
- Role-Play: Refusing a Returned Monkey and Agreeing Next Steps
- 70-20-10 Stretch Assignment Mapping for Team Development
- Task-Person Matrix Build for the Participant's Own Team
- Personal Delegation Plan Presentation and Peer Feedback

Skills You Will Gain:

- Workload Prioritisation
- Task Readiness Assessment
- Delegation Briefing
- Checkpoint Planning
- Upward Delegation Control
- Autonomy-Based Motivation
- Stretch Assignment Design
- Remote Task Coordination

Why Attend This Course:

- Return to work with a Personal Delegation Plan and Task-Person Matrix covering every member of your team
- Free several hours a week by releasing tasks that others can do well, and stop tasks drifting back to your desk
- Brief and review delegated work confidently after rehearsing real handover conversations with feedback
- Compare delegation practice with supervisors from manufacturing, services, public bodies and project teams

Conclusion:

Handing over work well is a learnable routine, not a personality trait. The course moves from the reasons supervisors hold on to tasks, through the models that set the right level of freedom for each person, to briefing, checkpoints, returned work and motivation through autonomy, including teams spread across locations. The final day rehearses the handover and follow-up conversations and produces a Personal Delegation Plan with a Task-Person Matrix, so each participant leaves ready to release work and grow their people.