Fulcrum Point

Workshop outline · Leading people

Delegation.

Hand over work in a way that gets it done and grows the person doing it. Managers leave with a method for choosing what to delegate, to whom, and how to say it.

For

People managers, and anyone who works across functions and needs others to take on tasks.

Format

Half a day. In person or live virtual.

What it is for.

Most managers know they should delegate more. Few were ever shown how. The work piles up, the team waits for instructions, and the manager ends up doing tasks that someone else could have learned from.

In this workshop participants sort their own workload into what to keep and what to hand over, match tasks to the skills and readiness of each team member, and practice the delegation conversation with a peer, who gives feedback on how it landed.

What you leave with.

- A framework for the delegation conversation, from the brief to the follow-up
- A way to tell effective delegation from ineffective delegation
- The habit of stating what is needed and leaving the how to the person doing it
- Stronger commitment from the people who take the work on
- More time for the work where you add the most value
- A practical means of developing team members

Why it matters.

- Your own list keeps growing and the team is not growing with it
- People do better work, with more motivation, when they decide how a task gets done
- Each well-delegated task prepares someone for a larger role, and frees you for yours

Format.

Length	Half a day
Mode	In person or live virtual
For	People managers, and anyone who works across functions and needs others to take on tasks.
Method	Self-assessment tools; Short inputs from the facilitator; Group activities; Individual and peer-to-peer assignments, with feedback

Your speaker.

Lorne Michael Cousins

Senior Fellow and Council Director, The Conference Board, Asia. Founder, Fulcrum Point.

Lorne Michael Cousins has spent twenty-five years inside corporate sustainability across China and the Asia-Pacific, as environmental auditor, sustainability consultant and leadership strategist. He is Senior Fellow and Council Director at The Conference Board, Asia, founder of Fulcrum Point Sustainability Consulting in Shanghai, and a Founding Member of the Sustainability Directory.

He holds an MEM from UNSW Sydney, a BA from UBC Vancouver, and Practitioner status with IEMA. Accredited Advisor, Future-Fit Business Benchmark.

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