

Empower Before You Delegate (CIE 5031)

Purpose

The intent of this workshop is to assess participants' empowering and delegating skills, develop and execute plans to empower others, learn and utilize the principles of effective empowerment and delegation, and actively adopt principles of personal empowerment.

Flexibility. The workshop can be conducted in a series of three, half-day sessions or in a day-and-a-half session, depending on the needs and constraints of the participants and the institution. Each half-day can be tailored to challenges of delegation or empowerment within the organization.

Format (One-and-a Half Days)

This workshop of 10 to 15 participants will be highly interactive. Participants will work in duos, trios and groups to explore empowerment and delegation challenges.

Description

The workshop will focus on the skills of empowerment and its very special form—delegation. Delegation is the job of the leaders and managers. Participants will learn how to best engage their people and play to their strengths. Because delegation and empowerment go hand in hand, leaders cannot delegate without first empowering their people to accomplish the tasks delegated. Delegation can be the key to creating an action oriented team or it can squelch initiative and action.

What You Will Learn

- **Power & Empowerment.** Participants will learn the difference between power and empowerment. They will learn how to effectively use the principles of empowerment which include: articulating a clear mental picture of the task, providing opportunities to develop abilities and master new skills, create a positive emotional awakening, and provide necessary information.
- **Dimensions of Empowerment.** Leaders can learn to provide their people with a sense of self-efficacy, competence, choice, impact, value, trust and security.
- **Results of Empowerment.** Empowered employees are more productive and happier. Empowerment also helps the organization stay flexible and adaptable to change, especially in these changing times.
- **Creating Confidence.** Participants will learn how to create confidence in their people by demonstrating and modeling reliability, fairness, caring, openness, competence and trust.

- **The Leader's Job.** The leader or manager's job in delegation and empowerment include arousing people's positive emotions, providing information, providing resources and creating self-assurance.
- **Advantages of Delegation.** Delegation is a critical skill in that its effective use has many advantages to leaders and managers including: increasing discretionary time, developing employee knowledge, demonstrating trust, and enhancing commitment. Effective delegation leads to highly effective and productive employees.
- **Delegation Considerations.** Things to consider when delegating include: the qualifications of the employee, his/her commitment, the expansion of employee capabilities, and sufficient time to accomplish the task.
- **Delegation Guidelines.** Simple guidelines will help leaders make decisions about delegation. Key considerations include: starting with the end-point in mind, delegate completely, allow employee to participate in the delegation process, establish parity between authority and responsibility and work within the organizational structure.
- **Barriers to Delegation.** Of course, delegation has its barriers which must be minimized or removed. Therefore, leaders must identify the barriers to delegation and attend to cautions in empowering their people.
- **Cautions.** Leaders must monitor their own involvement in the delegated task and maintain their distance. They must make sure everyone is informed, especially when things change. Starting the ball rolling before the task is delegated is the cause of most confusion in accomplishing task.

Who Should Attend

All leaders, managers, and supervisors including line and staff, medical and non-medical, hospital and union. Also all those who anticipate becoming managers and supervisors, team leaders, group leaders, department heads, union leaders, floor managers, administrative managers, and HR professionals.

Instructor

Bob Toronto is currently an adjunct professor of leadership development and organizational behavior, specializing organizational change. As a consultant, Bob served a wide range of organizations including healthcare, automotive OEM's, tier-one and tier-two suppliers, high-technology firms, oil refining, book publishing, and insurance companies. His focus on *ensuring the future* is the defining characteristic of his organizational services.

Previously, Bob was on the Organizational Effectiveness Staff of the University of Michigan Health System; the Director of a University-Industry Partnership with UAW-Ford National Programs Center; the Manager of Training at The Budd Company (now ThyssenKrupp Budd) and a Senior Associate at Rensis Likert Associates. He holds a Ph.D. in Organizational Psychology from the University of Michigan, an MA in



Industrial Psychology from the University of Utah and a BS in Chemistry (pre-med) from the University of Utah.

Continuing Education Units (CEU's)

CEUs will be awarded to each participant who completes the program. The CEU is a nationally recognized means of tracking non-credit continuing education development. It confirms participation in a structured professional development activity or course work. One CEU is awarded for 10 hours of completed activity or course work. A permanent record of each attendee's participation is maintained in the Office of the Registrar at the University of Michigan-Dearborn.

Register

Engineering Professional Development

Phone: 313-593-0938

Fax: 313-593-4070

URL: <http://www.engin.umd.umich.edu/EPD/seminars.php>

Email: tceccare@umich.edu