



DELEGATION CLINIC

a workshop by

Robert H. (Bob) Kent, Ph.D.

Purpose

The 3 hour Delegation Clinic teaches one of the most fundamental skills of management — transferring authority from the manager to a subordinate so that an assignment is successfully accomplished. Delegation is a critical senior management and executive skill, and an important tool for developing junior employees.

Organizations cannot grow without delegation. Participants in this clinic will learn and practise this key **time management** skill, and how to maintain control over the delegation process. In addition, participants will gain an understanding of the many psychological barriers to effective delegation.:

Who is This Clinic For?

This clinic is ideal for middle and senior managers in any organization and all owner-operators developing their businesses. This is also an excellent clinic to prepare front-line supervisors for increased responsibility in their organizations.

This Clinic Will Teach You Skills:

- ✓ to successfully delegate authority to a subordinate
- ✓ to keep control over the delegation process
- ✓ to identify what parts of your job should be delegated and to whom

Course Outline

Authority and Responsibility
Why Delegate?
Elements of Delegation
Equality of Authority and Responsibility
Obstacles to Effective Delegation
Tasks Which Can and Cannot be Delegated

Benefits of Delegation
The 6 Stage Delegation Process
The 7 Step Delegation Skill
Skill Practice
Goal-Setting for On-The-Job Application

Mansis conducts many supervisory and management skill training clinics for either in-house or public presentation. These high impact clinics feature one-on-one coaching and instruction from our management training professionals, and immediate on the job application of the skills by the participants for exceptionally fast return on the training investment.

Presenter's Background

Robert H. (Bob) Kent, MBA, Ph.D.



Dr. Kent is a specialist in the structure and management of small and medium-sized organizations, and frequently serves as a personal coach and management consultant to executives for solving their management and employee performance problems. In addition to leading his consulting company founded in 1978, Bob has held senior management and executive positions in both government and private corporations, and has been a Human Resource Manager and Manager of Training and Organizational Development for several large and medium-sized businesses.

Since 1972 he has lectured in management at several Canadian universities in the faculties of Management, Administrative Studies, Medicine and Continuing Education where he has been an award winner for excellence in teaching and professional expertise.

Bob has degrees in Mathematics, Business Administration and Computer Science and a Ph.D. degree in Management and Organizational Behavior. He was President of the Institute of Certified Management Consultants of Manitoba; and a Director of several national organizations including the Canadian Association of Management Consultants, Scouts Canada and the Canadian Association of Farm Advisors.

As well, Bob is a frequent speaker at seminars and conferences, and the author of over 140 published articles as well as several texts, videos and software applications on management, supervision, executive development and organizational change. Bob's seventh text, *Simple, Sensible Management* was published in the Fall of 2009.

As both an author and speaker, Bob is noted for his jargon-free, practical approach to management. Participants at workshops and conferences regularly praise Bob for both his humour, and his ability to clarify concepts and offer workable, field-tested solutions to everyday problems faced by organizational leaders.

A selection of organizations that Bob has served as a workshop leader and conference speaker:

- ◆ Administrative Management Society
- ◆ Alliance of Canadian Travel Association
- ◆ Association of Public Sector Information Professionals
- ◆ Canadian Association of Medical Radiation Technologists
- ◆ Canadian Association of Social Work Administrators in Health Facilities
- ◆ Canadian Heavy Duty Distributors Association
- ◆ Canadian Institute of Management
- ◆ Canadian Public Personnel Management Association
- ◆ Canadian Records Management Conference
- ◆ Communications Canada
- ◆ Financial Executives Institute
- ◆ Garment Rentals Association
- ◆ Investors Group
- ◆ Manitoba Credit Unions
- ◆ Manitoba Electrical League
- ◆ Manitoba Health Organization
- ◆ Manitoba Lodges and Outfitters Association
- ◆ Manitoba Production Days, Manitoba Potato Farmers
- ◆ Manitoba Restaurant and Foodservice Association
- ◆ Manitoba Seed Growers Association
- ◆ Manitoba Society of Health Care Volunteers
- ◆ Manitoba Trucking Association
- ◆ Medical Group Management Association of Canada
- ◆ Public Service Commission of Canada
- ◆ Purchasing Management Association of Canada
- ◆ The Canadian Broom, Brush, and Mop Manufacturers' Association
- ◆ The Canadian Payroll Association
- ◆ The Canadian Society of Club Managers
- ◆ The Institute of Association Executives
- ◆ The Institute of Internal Auditors
- ◆ The Public Service Commission of Canada
- ◆ The Toronto Dominion Bank
- ◆ The University of Manitoba
- ◆ The Young Presidents Association
- ◆ Transport Canada
- ◆ Venture Corporation of Brandon and District
- ◆ Victoria General Hospital
- ◆ Winnipeg Real Estate Board
- ◆ Winnipeg Sales & Marketing Executives

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