



FREE TASTER

Free taster

Manager Skills: Delegating Well

A practical first step from the course: noticing what you are holding on to, and why

About 20 minutes to read and try. You will need your diary and inbox from last week.

Name

Date

STARBUCK & ASSOCIATES

COACHING & LEADERSHIP DEVELOPMENT

For managers who do too much themselves

Manager Skills: Delegating Well is a short online course for managers and team leaders. It helps you choose what to hand over, brief it clearly, support people without taking the work back, and use delegation to grow your team.

It helps when you are busy with work your team could do, when handovers keep going wrong, when problems keep landing back on your desk, or when you want to develop people but never seem to find the time.

How it works

Five short video lessons, each with one practical tool in a course workbook and a quick knowledge check. About 2.5 learning hours in total, including a workplace task each week. You have 12 months' access and receive a certificate of completion.

What is inside

LESSON	WHAT YOU GET
1 Why managers hold on to work	The Holding On Audit.
2 Choosing what to delegate and to whom	The Delegation Matrix.
3 Handing work over well	The Handover Briefing Sheet and five levels of authority.
4 Supporting without taking it back	The Check-in Plan and coaching questions.
5 Growing people through delegation	The Delegation Development Plan.
Knowledge checks	Five questions after each lesson.
Certificate	A certificate of completion when you finish.

HOW TO USE THIS TASTER

Read page 2, then complete your own Holding On Audit on page 3 using last week's diary. Page 4 shows where the full course goes next.

Why managers hold on to work

Most managers know they could delegate more. What stops them is rarely laziness or a lack of trust in their team. It is usually one of three quiet pulls: speed, standards and control.

Each pull makes sense in the moment. Doing it yourself is quicker today. You know how it should look. It feels safer to stay close to the detail. But together they turn you into the bottleneck, leave you little time for the parts of the job only you can do, and give your team fewer chances to learn.

The three pulls

PULL	WHAT IT SOUNDS LIKE	QUESTION TO ASK YOURSELF
Speed	It is quicker if I just do it.	How many times will I do this again this year?
Standards	They will not do it the way I would.	Would it be wrong, or just different?
Control	I like to know exactly where things are.	What would I need to feel comfortable letting go?

EXAMPLE

Priya leads a small finance team. She spends three hours each month building the budget report, which Tom could learn in two sessions. When she is honest, her reason is standards: she worries about the formatting.

Her first step is not to hand it over straight away. It is to write down what good looks like for the report, so the standard lives on paper rather than in her head.

WORTH KNOWING

Delegating is not offloading work you do not want, and it is not a sign that you cannot cope. It is a core part of a manager's job. The first step is simply noticing what you keep, and why.

YOUR TURN

Your Holding On Audit

Look back over last week, not a typical week. List tasks you did that someone else in your team could have done, now or with a little help. Then name the real reason you kept each one.

Exercise 1: Your audit

TASK I DID LAST WEEK	WHO ELSE COULD DO IT?	WHY I KEPT IT	TIME IT TOOK

Exercise 2: Which pull is strongest for you?

HOW STRONGLY THIS APPLIES TO ME	HARDLY	A LITTLE	QUITE A LOT	VERY MUCH
Speed	☐	☐	☐	☐
Standards	☐	☐	☐	☐
Control	☐	☐	☐	☐

Exercise 3: What it costs

Which task on my list would free up the most time if someone else did it well?

What would I do with that time, and who in my team would benefit from the chance?

Where the full course takes you

The audit shows you what you are holding on to. The rest of the course helps you do something about it: choosing well, handing over clearly and staying involved in the right way.

1

Choosing what to delegate and to whom.

The Delegation Matrix sorts your tasks by how much they need you and how much someone could learn from them.

2

Handing work over well.

A briefing sheet covering outcome, standard, deadline, authority and support, with five clear levels of authority.

3

Supporting without taking it back.

A check-in plan, and coaching questions for when work goes off track.

4

Growing people through delegation.

A development plan that raises someone's level of freedom step by step, and a simple way to review your own delegating.

Who gets most from it

- Managers and team leaders who feel stretched by work their team could do
- New managers who want to build good habits early
- Experienced managers who want to grow their people through the work itself

HOW PEOPLE USE IT

The course is built around real work. Each week you watch a short lesson, then use the tool on a task in your own team, so by the end you have handed over real work and planned how to build on it.

The Delegation Development Plan is designed to be used in one-to-ones, so conversations about growth are tied to real tasks.

What I am going to do

Two or three small changes that you actually make will do more than a long list you never start.

My three actions

WHAT I WILL DO	WHEN	WHO I WILL TELL

Coming back to this

Put a date in your diary about a month from now and answer these three questions.

What has changed since I did this taster?

What did I not get to, and what got in the way?

What am I carrying forward?

READY FOR THE FULL COURSE?

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£49 per person, one-off, inc. VAT

Enrol at academy.starbuckassociates.com/courses/manager-skills-delegation

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