

WRAAA Supervisory Course

Module 4: Effective Delegation, Team Meetings, and Fostering Accountability

Module Summary: This module begins with an examination of how to delegate tasks effectively. Participants are challenged to reflect upon their work experience and recall times that delegation was effective and ineffective, and then think critically about why it did (or didn't) work. Participants are then given some practical advice about delegating effectively. Finally, participants are shown a video that addresses some of the fears (and rewards) of delegating tasks. This module then moves onto a discussion of team meetings, include the necessary planning elements and how to deal with challenging behaviors. This module ends with a discussion on how to set clear goals, then prioritize those goals, and hold employees accountable for their tasks.

Learning Objectives:

Participants will be able to:

1. Describe different ways of delegating tasks and when the different methods are appropriate.
2. Explain the benefits of delegating a task
3. Utilize all of the separate pieces of effective delegation to successfully delegate a task
4. Identify the characteristics of an effective team meeting
5. Explain how to deal with difficult behaviors during team meetings
6. Explain the essential parts of a meeting agenda
7. Create clear, concise goals
8. Utilize the prioritization grid to analyze goals
9. Explain how to hold employees accountable

Module Structure

Name:	Content Description & Link:	Instructional Techniques:	Time Allotted:
Unit Opening	<p>State: A big part of being a good leader involves communicating your vision effectively to your subordinates.</p> <p>They have to understand what you want to happen in order for it to come to fruition. Sometimes that doesn't always happen.</p> <p>Take, for instance, this Dilbert Cartoon.</p> <p>Show Participants the Dilbert cartoon.</p> <p>Ask participants: Think back on your work experience. Has this ever happened to you? What</p>	Direct instruction, Discussion	5 minutes

	<p>was it that the effective leaders did that allowed you to know what they wanted? Were the things that ineffective leaders did not do?</p> <p>Give participants time to share.</p>		
The Many Ways to Delegate	<p>Show participants The Many Ways to Delegate PowerPoint</p> <p>Explain the delegation continuum</p> <p>Show participations the delegation worksheet</p> <p>Optional: Give participants time to complete the delegation worksheet.</p>	Direct Instruction, Discussion, optional independent work	15 minutes
Delegation Wrap-up	<p>Show participants the Management Training: Delegating Effectively</p> <p>https://www.youtube.com/watch?v=kKMfJReTOWU</p> <p>Allow participants to share their thoughts on the video and delegation in general</p>	Multimedia, group discussion	10 minutes
Team Meetings (characteristics of effective team meetings, tips for handling difficult behaviors, consensus building, sample meeting agenda)	<p>State: We've talked some already about team meetings in Module 2; however, it's time we take a deeper look at the subject.</p> <p>Show participants the Conducting Team Meetings PowerPoint.</p>	Direct Instruction	20 minutes
Introducing Accountability	<p>State: Often times the outcome of team meetings is the creation of goals or task assignments.</p> <p>We're going to take a few minutes to look at creating clear, concise goals, and then methods of holding individuals accountable for those goals.</p> <p>Show participants the Creating Goals & Fostering Accountability PowerPoint</p> <p>Show participants the How Leaders Hold Employees Accountable video.</p> <ol style="list-style-type: none"> 1. Establish Expectations 2. Gain Commitment 	Multimedia	25 Minutes

	<p>3. Inspect what you Expect</p> <p>4. Provide Feedback and Consequence</p>		
<p>Creating a Culture of Accountability</p>	<p>Group Discussion: The necessary elements for a culture of accountability</p> <ul style="list-style-type: none"> • Responsibility versus Accountability • Psychological Safety • High (but reasonable) Expectations • Feedback / Consequences 	<p>Group Discussion</p>	<p>5 Minutes</p>
<p>Wrap-up</p>	<ul style="list-style-type: none"> • I CAN explain the benefits of delegating a task • I CAN explain different methods for delegating tasks, including some that allow for more supervisory control, and more employee control. • I CAN utilize all of the separate pieces of effective delegation to successfully delegate a task • I CAN identify the elements necessary for an effective team meeting • I CAN explain how to deal with difficult behaviors during a team meeting • I CAN create a clear, concise goal • I CAN utilize the prioritization grid to analyze my goals • I CAN identify the qualities of an accountable employee • I CAN explain how to hold employees accountable. 	<p>Group Discussion</p>	<p>5 minutes</p>