



### BUSINESS ISSUE

A leader's ability to delegate will have a significant impact on driving business results. In this course, participants will understand the concept of delegation as tool to grow both the leader's skill and to harness the potential of their direct reports. Participants will be introduced to the C.A.N.O.E. model for effective delegation and the Sandbox tool, which helps leaders to delegate authority and responsibilities to direct reports in order to maximize employee contribution. A series of experiential activities will help participants to understand the key concepts and allow participants to practice and apply each of the delegation skills in a fun and engaging format.

### LEARNING OUTCOMES

You will learn to:

- Provide a clear line of sight from the path to the goal and subsequent expectations
- Use a clear "Sandbox" size to give direct reports appropriate freedom to act
- Understand how to give informal and in-the-moment coaching to improve results or avoid a problem
- Ensure personal ownership is taken to deliver on commitments
- Recognize and harness the potential in every employee

### AGENDA

#### Introduction

Outline the framework for the program and introduce the C.A.N.O.E. model for effective delegation.

#### Clarity

The ability to set clear goals

- Ensure delegated goals are Crystal Clear, Action Oriented, Measurable and Specific

#### The Gantry

Experiential Activity: The Gantry

Participants must rely on their ability to communicate clear goals to their team members to be successful. Participants will have the opportunity to practice using the C.A.M.S model for setting goals and they will be given a tool that will provide feedback on how well they were able to communicate goals and achieve objectives.

#### Authority

The direct report's freedom to act within a delegated situation

Sandbox Model - Defining another's freedom to act based on:

- Responsibility for outcomes
- Training in the areas required in which to operate
- Related Experience
- Track record of success

## **Nudge**

How to “Nudge” an employee towards success

- How to Nudge
- The 4 elements of Nudging
- Appropriate Nudging vs. detrimental Nudging
- Seamlessly moving from Nudging to Coaching to Directing when required

## **Ownership**

The ability to commit to the promised outcome

- Taking personal ownership to ensure responsibilities are achieved as expected
- Giving complete clarity and gaining agreement from direct reports
- Equal onus for success or failure

## **Quartet**

Experiential practice of ownership of outcome

Participants make upfront commitments regarding the score they will achieve and the behaviors they will demonstrate and are then held accountable to deliver on those results. The debrief focuses on whether or not individuals were truly effective at delivering on their accountabilities.

## **Esteem**

The ability to see the value of each individual’s potential

- Understanding an individual’s capability
- Raising personal performance expectations
- How to “let them lead”

## **Wrap Up and Personal Application**

Review the key concepts from the program and complete personal action plans.



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