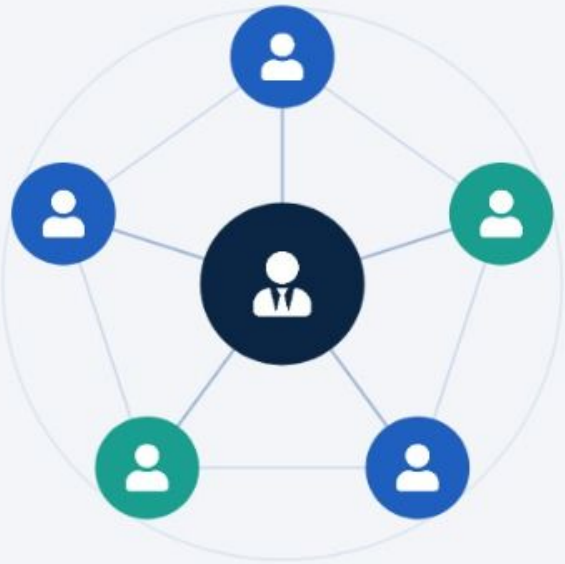
LEADERSHIP & MANAGEMENT SERIES

From Manager to Leader

Moving from managing work to enabling people.

Build ownership | Develop people | Deliver results



Corporate Training Library

A Question Worth Asking

> If your team needs you for every decision, how well is your team really functioning?

- Do people take initiative without being reminded?
- Can the team solve problems when you are absent?
- Are you developing capability or becoming indispensable?

REFLECTION Which question makes you think the most?

The Promotion Paradox

Yesterday's success can become tomorrow's limitation.

Individual contributor
Success comes from personal expertise.

›

Manager
Success depends increasingly on others' performance.

›

Old habits
May keep you productive while limiting your team's growth.

LEADERSHIP & MANAGEMENT SERIES

Delegation Without Micromanagement



Give people ownership. Keep accountability.

Empower performance without losing control.

Corporate Training Library · Category 01: Leadership & Management

WHY DELEGATION FAILS

If you have to check everything, have you really delegated?

You assign the task. › You dictate every step. › You review every minor decision. › **You eventually finish the work yourself.**

OPENING QUESTION **Where does delegation end and micromanagement begin?**

WHY DELEGATION FAILS

Why Managers Hold On to Work

"It is faster if I

"Nobody will

"I cannot

"Explaining it

"I am

WHAT AND TO WHOM TO DELEGATE

The Capability–Risk Match

Four practical delegation situations:

RISK · LOW → HIGH

Developing + high risk

Break the task into supervised stages or retain critical decisions.

Ready + high risk

Delegate within formal controls and approval limits.

Developing + low risk

Delegate with coaching and review.

Ready + low risk

Give ownership with light checkpoints.

CAPABILITY FOR THE TASK · DEVELOPING → READY

Delegation should expand as evidence of capability grows.

WHAT AND TO WHOM TO DELEGATE

Delegate Outcomes, Not Just Activities

ACTIVITY INSTRUCTION

"Prepare the monthly report. "

→

OUTCOME-BASED ASSIGNMENT

"Prepare the monthly performance report by Thursday, validate the figures against the source data and highlight the three largest variances with recommended actions."

A STRONG ASSIGNMENT CLARIFIES

- **Deliverable**
- **Deadline**
- **Quality standard**
- **Purpose and intended audience**

WHAT AND TO WHOM TO DELEGATE

The Five Levels of Delegation

A practical decision-authority ladder:

1. **Observe**
   Learn how the task is done.
2. **Recommend**
   Analyse and propose an approach.
3. **Decide together**
   Make the decision jointly.
4. **Decide and inform**
   Act within agreed limits and report the decision.
5. **Own independently**
   Manage the task and its outcomes within the agreed scope.

LEADER'S ROLE **Make the expected level explicit.**

CONTROL WITHOUT MICROMANAGING

How to Respond When Someone Makes a Mistake

First establish what happened.

1. Was the expected standard clear?
2. Did the employee have the necessary capability and resources?
3. Was the decision within agreed authority?
4. Was the risk reasonable and understood?
5. What needs correcting, learning or changing?

DISTINGUISH AN HONEST, RECOVERABLE ERROR FROM

Honest, recoverable error	Negligence	Repeated avoidable failure	Deliberate breach of rules

CONTROL WITHOUT MICROMANAGING

Avoid the Take-Back Trap

When progress slows, managers often reclaim the task. Instead:

1. Identify the specific obstacle.
2. Ask the employee to propose options.
3. Provide targeted guidance or resources.
4. Agree on a recovery plan.
5. Maintain ownership unless risk requires a change.

KEY MESSAGE

Help the person recover ownership instead of automatically reclaiming it.

CONTROL WITHOUT MICROMANAGING

Give Feedback Without Taking Over

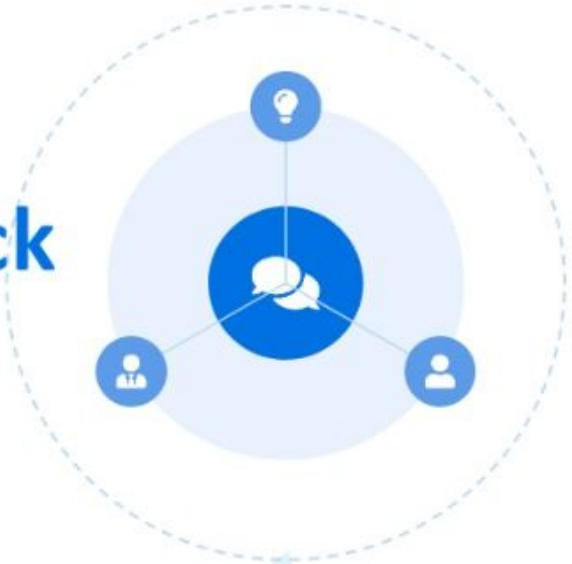
Use this sequence:

1	2	3	4	5
Describe the gap between the result and standard.	Ask for the employee's diagnosis.	Explore options and consequences.	Agree on the correction.	Review the result and capture learning.

AVOID Rewriting every document, taking over every call or making every decision just because you can do it faster.

LEADERSHIP & MANAGEMENT PPT COLLECTION

The Art of Giving Constructive Feedback



Turning conversations into performance improvement

Corporate Training Library · 72 slides · 1-day workshop

UNDERSTANDING CONSTRUCTIVE FEEDBACK

Why Feedback Matters

- Clarifies performance expectations
- Reinforces effective behaviour
- Corrects performance gaps
- Supports professional growth

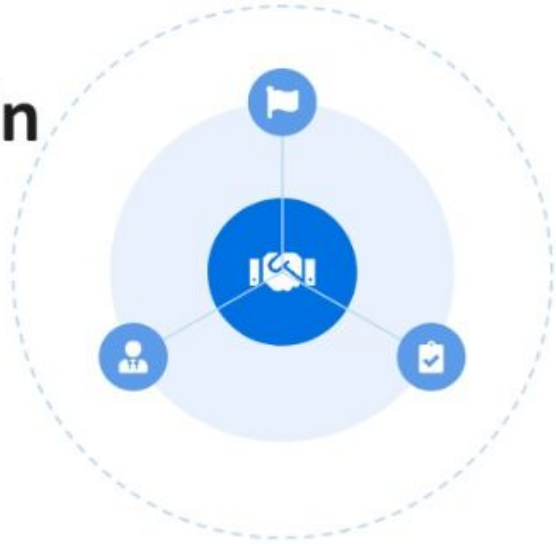
UNDERSTANDING CONSTRUCTIVE FEEDBACK

The Cost of Poor Feedback

- Repeated mistakes
- Unspoken expectations
- Employee disengagement
- Avoidable conflict

LEADERSHIP & MANAGEMENT PPT COLLECTION

Building Accountability in Teams



From assigned tasks to owned results

Corporate Training Library · 72 slides · 1-day workshop

UNDERSTANDING ACCOUNTABILITY

Why Accountability Matters

- Improves reliability
- Strengthens trust
- Reduces repeated follow-ups
- Connects individual work to team results

UNDERSTANDING ACCOUNTABILITY

What Is Accountability?

- Taking ownership of commitments
- Communicating progress honestly
- Addressing problems proactively

CREATING CLEAR EXPECTATIONS AND OWNERSHIP

Make Commitments Visible

A shared task tracker shows:

Owner	Task	Due date	Status

Named owners, due dates, status and next action.

CREATING CLEAR EXPECTATIONS AND OWNERSHIP

Confirm Mutual Understanding

- Ask the owner to restate the commitment
- Check assumptions
- Clarify dependencies
- Agree on the next review

CREATING CLEAR EXPECTATIONS AND OWNERSHIP · ACTIVITY

Rewrite the Commitment

ACTIVITY

Pairs

Turn a vague promise into a clear commitment.

OUTPUT

A rewritten commitment.

STEPS

1. Replace “finish it soon” with a specific deliverable
2. Define the owner and deadline
3. Add measurable quality criteria
4. Identify one dependency or risk

Build an Accountability Dashboard

ACTIVITY

Groups

Design a simple dashboard for your team.

OUTPUT

A one-page dashboard.

STEPS

1. Select three meaningful team outcomes
2. Define measures and owners
3. Add review frequency
4. Identify how risks will be escalated

ADDRESSING MISSED COMMITMENTS

When a Commitment Is Missed

Establish what happened › Understand the impact › Identify contributing factors › **Agree on recovery action**

ADDRESSING MISSED COMMITMENTS

Respond Without Blame

1	2	3	4
Describe the missed commitment	Explain the consequence	Ask for the employee's perspective	Focus on corrective action

CREATING A CULTURE OF TEAM ACCOUNTABILITY

Accountability Is a Team System

1. Individual commitments matter
2. Team processes shape behaviour
3. Leaders establish the standard
4. Systems make progress visible

CREATING A CULTURE OF TEAM ACCOUNTABILITY

Lead by Example

- Honour your own commitments
- Admit mistakes promptly
- Communicate delays early
- Follow through on decisions

CREATING A CULTURE OF TEAM ACCOUNTABILITY

Build Psychological Safety with Standards

SAFETY

- Encourage honest reporting
- Treat mistakes as learning opportunities where appropriate

STANDARDS

- Maintain clear performance expectations
- Address repeated negligence consistently

Safety and standards work together.

LEADERSHIP & MANAGEMENT PPT COLLECTION

Managing Difficult Conversations

Address issues. Preserve respect. Move forward.



Corporate Training Library · 60 slides · 1-day workshop

UNDERSTANDING DIFFICULT CONVERSATIONS

Why Managers Avoid Difficult Conversations

01

Fear of conflict

02

Concern about damaging relationships

03

Uncertainty about what to say

04

Hope that the problem will resolve itself

UNDERSTANDING DIFFICULT CONVERSATIONS

The Cost of Avoidance

01

Small issues become recurring problems

02

Expectations remain unclear

03

Resentment builds

04

Performance and trust decline

REACHING AGREEMENTS AND FOLLOWING THROUGH

When to Involve HR or Escalate

- Serious misconduct or policy concerns
- Harassment, discrimination or threats
- Repeated unresolved performance issues
- Situations requiring formal procedures

REACHING AGREEMENTS AND FOLLOWING THROUGH · ACTIVITY

Build a Conversation Action Plan

ACTIVITY

Plan

Prepare for a real conversation.

OUTPUT

A conversation action plan.

STEPS

1. Select a realistic workplace issue
2. Define the intended outcome
3. Prepare the opening and key questions
4. Record actions and a follow-up date

PERSONAL ACTION PLAN AND IMPLEMENTATION

Common Manager Mistakes

- ✕ Waiting too long
- ✕ Starting with accusations
- ✕ Interrupting or overexplaining
- ✕ Avoiding a clear request
- ✕ Failing to follow up

Emotional Intelligence at Work

Understand yourself. Respond thoughtfully. Lead people effectively.

Corporate Training Library · 65 slides

UNDERSTANDING EMOTIONAL INTELLIGENCE

Why Emotional Intelligence Matters

01

Influences communication and collaboration

02

Supports sound decision-making

03

Helps managers handle pressure

04

Strengthens workplace relationships

UNDERSTANDING EMOTIONAL INTELLIGENCE

What Is Emotional Intelligence?

STEP 1

Recognising emotions

STEP 2

Understanding emotional triggers

STEP 3

Managing responses constructively

STEP 4

Responding effectively to others

Understand Different Perspectives

01

Consider competing priorities

02

Explore different experiences

03

Identify shared concerns

04

Separate disagreement from disrespect

Recognise Team Emotional Climate



1. Notice participation patterns
2. Look for signs of frustration or uncertainty
3. Invite concerns early
4. Avoid drawing conclusions from isolated incidents

Respond to a Distressed Colleague

STEP 1

Listen calmly

STEP 2

Acknowledge the concern

STEP 3

Ask what support would be useful

STEP 4

Respect privacy and role boundaries

Decision-Making Under Pressure

Think clearly. Assess risks. Decide with confidence.

Corporate Training Library · 65 slides

UNDERSTANDING DECISIONS UNDER PRESSURE

Why Decisions Become Difficult

01 Limited time

02 Incomplete information

03 Competing priorities

04 High consequences

05 Pressure from stakeholders

UNDERSTANDING DECISIONS UNDER PRESSURE

What Is Decision-Making Under Pressure?



Evaluating options within constraints

Managing uncertainty

Balancing speed and quality

Accepting responsibility for outcomes

Challenge Your First Impression

- What evidence supports my view?
- What evidence contradicts it?
- What alternative explanation exists?
- What would change my mind?

THINKING CLEARLY UNDER STRESS

Separate Emotion from Evidence

- Acknowledge emotional signals
- Avoid treating feelings as proof
- Examine objective information
- Consider emotions as context, not the sole basis for a decision

THINKING CLEARLY UNDER STRESS · ACTIVITY

Spot the Bias

ACTIVITY

Groups

Find the bias in a short scenario.

OUTPUT

A practical correction.

STEPS

1. Review a short management scenario
2. Identify the likely bias
3. Explain how it could distort judgement
4. Suggest a practical correction

Generate Realistic Options

01
Maintain the current approach

02
Improve the existing process

03
Select an alternative solution

04
Combine options where appropriate

Use a Weighted Decision Matrix

1. Select relevant criteria
2. Assign importance weights
3. Score each alternative consistently
4. Compare total weighted scores

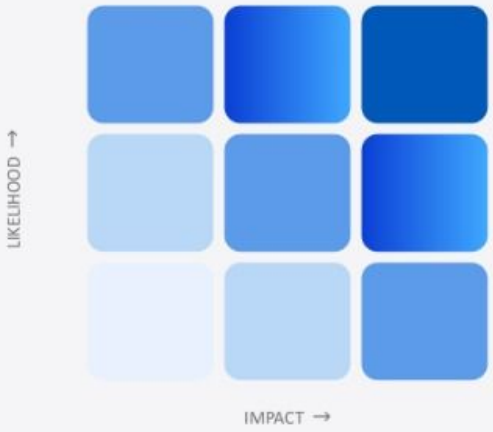
Criteria	Weight	A	B	C
Cost				
Impact				
Risk				
Total				

Apply the 80/20 Principle Carefully

- Identify the few factors driving most impact
- Focus attention on critical variables
- Verify that minor factors are not safety-critical
- Avoid oversimplifying complex decisions

Assess Probability and Impact

- Estimate likelihood
- Assess severity
- Prioritise significant exposures
- Identify controls and mitigation actions



Consider Opportunity Cost

- Every choice uses resources
- Selecting one option may rule out another
- Consider the value of the next-best alternative
- Include time and capacity in the assessment

Make Trade-Offs Explicit

Speed	Thoroughness
Cost	Quality
Short-term results	Long-term capability
Local efficiency	Wider business impact

Leading Through Change

Build clarity. Engage people. Turn change into progress.

Corporate Training Library · 70 slides

UNDERSTANDING CHANGE AND ITS IMPACT

Why Organisations Change

- Customer expectations evolve
- Technology transforms work
- Markets and competition shift
- Business models require adaptation

UNDERSTANDING CHANGE AND ITS IMPACT

Common Types of Organisational Change

- Structural and role changes
- Process and technology changes
- Cultural and behavioural
- Strategic and business

Listen Before You Persuade

- Ask open questions
- Explore concerns without judgement
- Check assumptions
- Separate solvable issues from unresolved uncertainty



Activity: Change Impact Map

ACTIVITY

25 min

FORMAT

Small groups

OUTPUT

A one-page impact map

01 Identify affected stakeholders

02 List their likely concerns

03 Assess the impact on daily work

04 Define the support each group needs

The Purpose of Change Communication

- Explain why change is needed
- Clarify what will change
- Identify what remains unchanged
- Define the next steps

Translate Vision into Team Actions



Define the required outcome

Identify changed responsibilities

Establish milestones

Assign owners and deadlines

Build a Change Roadmap



Preparation

Communication and engagement

Implementation

Stabilisation

Continuous improvement

Clarify Roles and Decision Rights

SPONSOR

Sets direction and removes barriers

MANAGER

Translates and implements change

EMPLOYEES

Adopt and improve new practices

SUPPORT TEAMS

Provide specialist assistance

Measure Change Adoption



Track Progress with Leading and Lagging Indicators

LEADING

- Training completion and process usage
- Employee readiness and issue resolution

+

LAGGING

- Quality, cost and delivery results

Interpret metrics in the context of the change

Manage Setbacks and Course Corrections



Identify the source of the setback

Assess impact on milestones

Communicate adjustments

Update support and resources

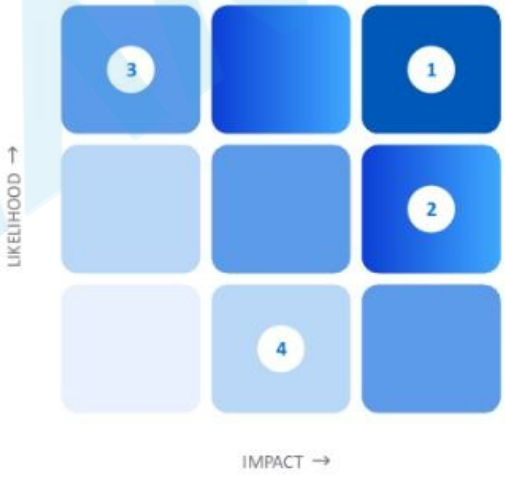
Build a Stakeholder Engagement Plan

- Identify key stakeholder groups
- Map their influence and concerns
- Choose engagement methods
- Set communication and feedback points



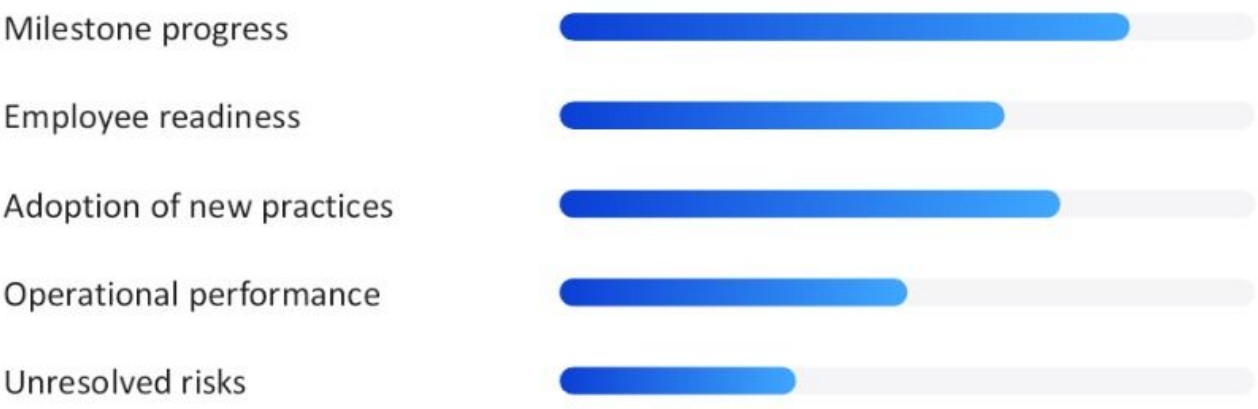
Create a Change Risk Register

- Identify adoption risks
- Assess likelihood and impact
- Assign mitigation owners
- Set review triggers



Design a Change Scorecard

ILLUSTRATIVE VALUES



Personal Commitment

01 One change conversation to improve

02 One stakeholder to engage

03 One barrier to remove

04 One behaviour to reinforce

Thirty-Day Implementation Plan

WEEK 1

Map stakeholders and concerns

WEEK 2

Communicate the purpose and next steps

WEEK 3

Address barriers and support adoption

WEEK 4

Review progress and refine the plan

Change Becomes Progress When People **Understand** It, **Participate** in It, and **Practise** It.

Understand

Participate

Practise

Coaching Skills for Managers

Ask better questions. Build capability. Unlock performance.

Corporate Training Library · 80 slides

UNDERSTANDING COACHING AT WORK

Why Managers Need Coaching Skills

- Develop employee capability
- Improve independent problem-solving
- Strengthen ownership
- Support long-term performance

UNDERSTANDING COACHING AT WORK

What Is Workplace Coaching?

- A structured development conversation
- Focused on a goal or challenge
- Built around questions, reflection and action
- Designed to strengthen the employee's ability to act



Avoid Leading and Loaded Questions

AVOID

- "Don't you think you should plan better?"

→

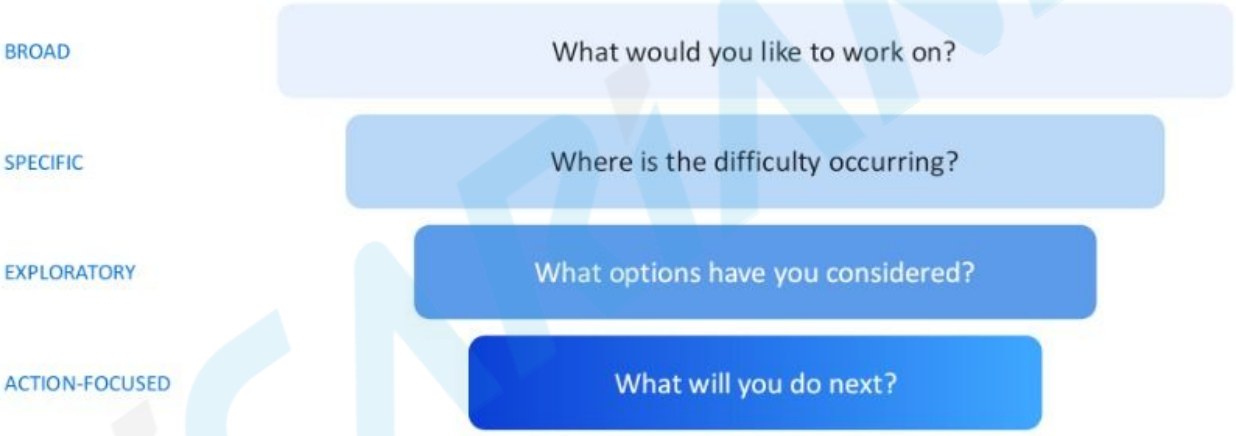
ASK

- "How could you approach the planning differently?"

Replace blame with exploration

Let the employee consider alternatives

The Question Funnel



Activity: Question Upgrade

ACTIVITY

20 min

FORMAT

Pairs

OUTPUT

Six upgraded questions

01 Rewrite six advice-based statements as questions

02 Remove assumptions and judgement

03 Compare open and closed questions

04 Select the strongest question for each scenario

Introducing the GROW Model

G	R	O	W
Goal	Reality	Options	Way Forward

A practical structure for focused coaching conversations

G — Establish the Goal

G

GOAL

KEY QUESTIONS

01 What do you want to achieve?

02 Why does it matter?

03 What would success look like?

04 How will you recognise progress?

Define a Useful Coaching Goal

- Specific outcome
- Relevant to the employee's role
- Realistic within the available scope
- Clear measure of progress

Assess Your Coaching Capability

	RARELY				CONSISTENTLY
Listening	1	2	3	4	5
Questioning	1	2	3	4	5
Challenging assumptions	1	2	3	4	5
Building ownership	1	2	3	4	5
Following up	1	2	3	4	5

Identify Your Development Priority

01 One behaviour to stop

02 One coaching skill to strengthen

03 One employee conversation to improve

04 One measure of success

Create a Coaching Conversation Planner

- Employee's goal
- Current reality
- Questions to explore
- Potential options
- Agreed action and review date

Psychological Safety at Work

Create the confidence to speak up, learn and perform.

Corporate Training Library · 84 slides

UNDERSTANDING PSYCHOLOGICAL SAFETY

Why Psychological Safety Matters

- Encourages employees to raise concerns
- Supports learning from mistakes
- Improves information sharing
- Helps teams identify risks earlier

UNDERSTANDING PSYCHOLOGICAL SAFETY

What Is Psychological Safety?

- Confidence to speak up interpersonally
- Ability to ask questions without undue embarrassment
- Willingness to acknowledge mistakes
- Freedom to challenge ideas respectfully



ICRIMS

Activity: Design a Team Working Agreement

ACTIVITY

35 min

FORMAT

Teams of four or five

OUTPUT

A draft working agreement

01 Select five observable behaviours

02 Define how each behaviour will appear in practice

03 Agree on how breaches will be addressed

04 Set a review date

WORKPLACE SCENARIOS AND TEAM SIMULATIONS

Simulation Briefing

- Form small teams
- Assign a manager and employee roles
- Review the scenario and desired outcome
- Observe how the manager responds to difficult information

WORKPLACE SCENARIOS AND TEAM SIMULATIONS

Case Study: The Hidden Quality Problem

THE SITUATION

- An employee discovers a recurring quality defect
- The team is close to a major deadline
- Previous concerns were dismissed

CASE 1 · YOUR TASK

Respond to the risk and rebuild confidence in reporting

Thirty-Day Implementation Plan

WEEK 1

Collect baseline observations and team feedback

WEEK 2

Introduce a speak-up practice

WEEK 3

Review concerns and improve follow-through

WEEK 4

Evaluate results and agree on next steps

Personal Leadership Commitment

- What will I start doing?
- What will I stop doing?
- What will I continue doing?
- How will my team recognise the difference?

Make It **Safe** to Speak. Make It **Normal** to Learn. Keep It **Clear** What Good Performance Requires.

- Safe to speak
- Normal to learn
- Clear on performance

LEADERSHIP & MANAGEMENT SERIES

Delegation Without Micromanagement

Facilitator Delivery Guide

Slide-by-slide guidance for all 60 slides

Corporate Training Library

ICARIANS

How to use this guide

This guide tells a facilitator what to say, what to ask and how long to spend on each of the 60 slides in **Delegation Without Micromanagement**. Each slide has a thumbnail, a purpose, three delivery steps, one question and, where useful, a facilitator tip.

Choose your session format

Format	Slide time	How to run it
Full workshop	4 h 50 min plus breaks	One full day, or two half-days (Sections 1 to 3, then 4 to 6). Run every activity and case study.
Express	about 2 h 01 min	Core route marked "Express" on each slide. Use one case study and one role-play.
Self-paced follow-up	Flexible	Share the deck and guide. Participants complete the checklist, agreement and commitment in Section 6.

Timing by section

Section	Slides	Full	Express
1 Why Delegation Fails	1–10	34 min	17 min
2 What and to Whom to Delegate	11–20	40 min	19 min
3 The Delegation Framework	21–30	44 min	26 min
4 Control Without Micromanaging	31–40	42 min	17 min
5 Real-World Delegation Challenges	41–50	82 min	20 min
6 The Delegation Action Plan	51–60	48 min	22 min
Total	**60**	**290 min**	**121 min**

Preparation checklist

- Print the Delegation Readiness Checklist (slide 51) and the Delegation Agreement worksheet (slide 54) for every participant.
- Prepare flipchart paper and markers for each group, and sticky dots for the Five Levels ladder (slide 16).
- Arrange the room for pairs and groups of three to five. Avoid a theatre layout.
- Choose one real, anonymised task that kept coming back to a manager. Use it as a running example from slide 2 to slide 29.
- Plan breaks after Section 2 and Section 4 in the full workshop.

SECTION 1 · SLIDES 1–10

Why Delegation Fails

Understand why managers hold on and where delegation turns into micromanagement.

Full 34 min
Express 17 min



FULL 2 min
EXPRESS 1 min

01 Title: Delegation Without Micromanagement

Set the audience, outcome and tone of the session.

DELIVER

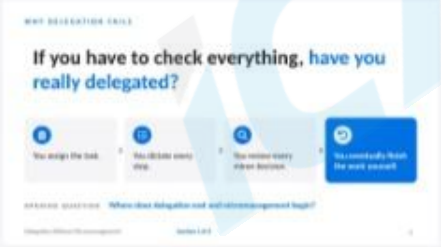
- Welcome the group and name the audience: managers, team leaders, supervisors and project leads.
- State the outcome: delegate the right work, set clear boundaries, agree checkpoints and hold people accountable.
- Agree ground rules: real examples, no names.

ASK

"What would you like to be different about how you delegate after today?"

FACILITATOR TIP

Capture two or three hopes on a flipchart to revisit at the close.



FULL 3 min
EXPRESS 2 min

02 If You Have to Check Everything

Open with a challenge to the participants' own delegation habits.

DELIVER

- Show the headline question and pause for ten seconds.
- Reveal the four lines one at a time: assign, dictate, review, finish yourself.
- Ask who has done all four on the same task.

ASK

"Where does delegation end and micromanagement begin?"

FACILITATOR TIP

Let the opening question hang. Return to it at the end of the session.

LEADERSHIP & MANAGEMENT SERIES

Building Accountability in Teams

Facilitator Delivery Guide

Slide-by-slide guidance for all 72 slides

Corporate Training Library

ICARIMS



FULL 3 min
EXPRESS 2 min

03 What Is Accountability?

Give the working definition for the programme.

DELIVER

- Present the four behaviours one by one.
- Ask for an example of each.
- Tell participants these four behaviours anchor the day.

ASK

"Which of the four is weakest in your team?"

FACILITATOR TIP

Write the four behaviours on a flipchart and keep it visible.



FULL 4 min
EXPRESS 3 min

04 Accountability vs. Responsibility

Separate who does the work from who answers for the outcome.

DELIVER

- Read both columns.
- Ask for a case where someone had responsibility but nobody owned the result.
- Close on: clarify who does the work and who answers for the outcome.

ASK

"Who answers for the outcome of your current top task?"

FACILITATOR TIP

Many teams cannot name an answer. Let the silence show the gap.



FULL 4 min
EXPRESS 2 min

05 Accountability vs. Blame

Contrast two languages: fault and improvement.

DELIVER

- Read both columns.
- Ask for a phrase that closes a conversation and one that opens it.
- Restate: the objective is improvement, not humiliation.

ASK

"What does blame sound like in your team?"

FACILITATOR TIP

Blame closes the conversation, accountability opens it. Say it aloud.



FULL 3 min
EXPRESS skip

14 Clarify Roles and Responsibilities

Fix gaps and overlaps.

DELIVER

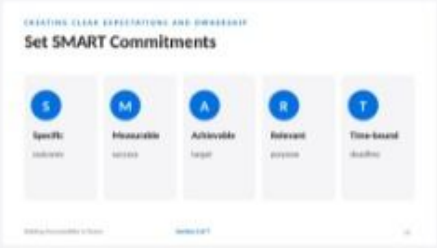
- Read the four steps.
- Explain that gaps and overlaps are the main causes of unclear ownership.
- Ask for a recent example.

ASK

"Where do your team's roles overlap or leave gaps?"

FACILITATOR TIP

Keep it practical. Ask for one fix.



FULL 5 min
EXPRESS 4 min

15 Set SMART Commitments

Convert a vague promise into a SMART one.

DELIVER

- Present the five SMART elements.
- Take one vague commitment and make it SMART together.
- Check each element.

ASK

"Which SMART element is missing from your last commitment?"

FACILITATOR TIP

Use a live example from the group.



FULL 4 min
EXPRESS 3 min

16 Align Authority with Accountability

Show that accountability needs authority.

DELIVER

- Read the four points.
- Ask what decisions the employee can make alone.
- Stress it is unfair to hold people accountable without authority.

ASK

"Do your people have the authority to deliver what you ask?"

FACILITATOR TIP

This is a common blind spot. Allow time.

LEADERSHIP & MANAGEMENT SERIES

Managing Difficult Conversations

Facilitator Delivery Guide

Slide-by-slide guidance for all 60 slides

Corporate Training Library

ICARIANS



FULL 4 min
EXPRESS 2 min

03 The Cost of Avoidance

Show the escalation chain.

DELIVER

- Read the four steps as an escalation.
- Ask where participants have seen this chain.
- Point out that each step makes the next conversation harder.

ASK

"Where in your team is this chain already running?"

FACILITATOR TIP

Draw the chain on a flipchart and add examples.



FULL 4 min
EXPRESS skip

04 What Makes a Conversation Difficult?

Identify the five sources of difficulty.

DELIVER

- Read the five sources.
- Ask participants to relate each to a conversation.
- Stress that difficulty comes from the situation as much as the topic.

ASK

"What makes your hardest conversation hard?"

FACILITATOR TIP

Let participants name their own factors before you reveal yours.



FULL 4 min
EXPRESS 2 min

05 Difficult Conversation vs. Difficult Person

Shift from labelling people to addressing issues.

DELIVER

- Read the four points.
- Explain that labelling a person as difficult closes options.
- Focus on what can change.

ASK

"Who do you call difficult, and what is the issue behind it?"

FACILITATOR TIP

Keep names out of the room. Use roles.



FULL 4 min
EXPRESS 2 min

51 When to Involve HR or Escalate

Know the limits.

DELIVER

- Read the four situations.
- Ask participants to name their escalation route.
- Stress knowing organisational procedures.

ASK

"Who is your escalation contact?"

FACILITATOR TIP

Do not give HR or legal advice. Refer to organisational policy.



FULL 10 min
EXPRESS 5 min
Individual, then pairs, 10 min

52 Activity: Build a Conversation Action Plan

Prepare for a real conversation.

DELIVER

- Select a realistic issue.
- Define the outcome, opening and questions.
- Record actions and a follow-up date, then share.

ASK

"What is your first step?"

FACILITATOR TIP

Keep details confidential.

SECTION 7 · SLIDES 53–60

Personal Action Plan and Implementation

Full 31 min
Express 16 min

Self-assess, use checklists and commit to the next thirty days.



FULL 3 min
EXPRESS 2 min

53 Common Manager Mistakes

Name common errors.

DELIVER

- Read the five mistakes.
- Ask which participants make most.
- Link each to a fix.

ASK

"Which mistake do you make most often?"

FACILITATOR TIP

Humour helps.

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FULL 3 min
EXPRESS 2 min

12 From Doing the Work to Building Capability

Replace four old patterns with four leadership patterns.

DELIVER

- Read each old pattern, then its leadership alternative.
- Ask which old pattern is most tempting when deadlines are tight.
- Close on the goal: make support progressively less necessary.

ASK

"Which old pattern do you fall into under deadline pressure?"

FACILITATOR TIP

Make clear this is not about withdrawing support.



FULL 4 min
EXPRESS 3 min

13 The Ownership Equation

Teach the four elements that must be present for real ownership.

DELIVER

- Introduce the four elements one by one: outcome, authority, capability, accountability.
- Read the example about a dependency another department controls.
- Ask participants to name the weakest element in their team.

ASK

"Which of the four elements is weakest in your team?"

FACILITATOR TIP

Draw the equation on a flipchart and tick the element each person names.



FULL 4 min
EXPRESS 2 min

14 Delegation Is Not Task Dumping

Show the difference between handing over a task and delegating well.

DELIVER

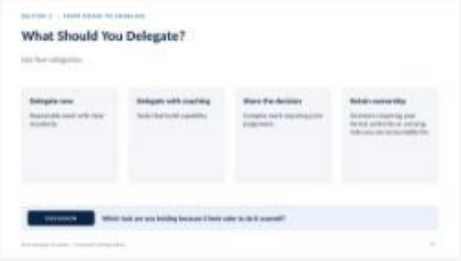
- Show the five elements of effective delegation.
- Contrast the two scripts: 'Just handle it' versus the full brief.
- Invite a volunteer to rewrite a recent 'just handle it' request.

ASK

"How would you rewrite your last 'just handle it' request using the five elements?"

FACILITATOR TIP

Time the rewrite at two minutes so it stays practical.



FULL 4 min
EXPRESS skip

15 What Should You Delegate?

Give a simple way to sort tasks into four categories.

DELIVER

- Introduce the four categories.
- Ask the room for sample tasks and place each in a category.
- Close with the discussion question.

ASK

"Which task are you holding because it feels safer to do it yourself?"

FACILITATOR TIP

Express path: skip and use the question as a prompt inside slide 19.