
Work Planning, Task Allocation and Accountable Delegation Training Course

16 – 20 November 2026
Tokyo





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Programme Summary

Work planning, task allocation and accountable delegation is the subject of this five-day training course for senior managers at managerial level, ending in a work plan and delegation framework for one team or function. Many managers stay too close to operational detail because priorities are unclear, tasks are handed over without authority, and follow-up is left to chance. The approach moves from priority setting and capacity analysis, through task design and delegation conversations, to follow-up, coaching and review. Mars Training Centre UK delivers this programme in work planning and delegation.

The Business Case

Managers who plan poorly and delegate weakly become bottlenecks: decisions queue, capable staff are under-used and deadlines depend on a few individuals. Structured planning and clear allocation spread work to where capability sits, while defined authority and review points keep accountability visible and limit rework.

- Decision Bottlenecks: Fall as decision rights and approval limits are set at the right level.
- Team Capacity Use: Improves as workload is mapped against skills and time before tasks are assigned.
- Deadline Reliability: Rises as milestones, check-ins and escalation triggers are agreed at the outset.

Principles and Evidence Base

- ISO 21502:2020 guidance on planning: Its approach to defining scope and sequencing work informs the planning method in Sessions 1 and 2.
- ISO 21502:2020 guidance on roles and responsibilities: It frames the task ownership and authority definitions built in Sessions 3 and 4.
- ISO 21502:2020 guidance on monitoring and control: It shapes the follow-up routines and review points applied in Sessions 4 and 5.

Intended Participants

- Senior managers who lead teams or functions and carry delivery targets.
- Managers who have recently taken on wider scope and must let go of hands-on work.
- Heads of department who allocate work across several supervisors.
- Programme and operations leaders who depend on others to deliver agreed tasks.

The programme serves operations, finance, engineering, public-sector and service organisations.



Learning Outcomes

1. Participants will be able to prioritise objectives and workload using explicit criteria.
2. Participants will be able to construct a work plan with milestones, dependencies and capacity checks.
3. Participants will be able to evaluate which tasks, decisions and authorities can be delegated and to whom.
4. Participants will be able to design a delegation brief that states outcome, authority, resources and review points.
5. Participants will be able to diagnose delegation failures such as upward delegation and over-control.
6. Participants will be able to justify a follow-up and coaching routine that keeps accountability clear.

Programme Structure

Day 1: Work Planning Foundations and Priorities

What must the team deliver, and in what order?

- Objective Cascade From Strategy to Team Outcomes
- Urgency and Importance Prioritisation Matrix
- Work Breakdown Into Deliverables and Tasks
- Manager Time Audit
- Case Review of Overloaded Managers in Two Sectors

Day 2: Planning, Capacity and Organising the Team

Is there enough capability and time to deliver the plan?

- Milestone Plan With Dependencies
- Workload and Capacity Heat Map
- Skills Inventory and Task Matching
- Responsibility Assignment Chart
- Risk and Contingency Log for the Plan

Day 3: Task Allocation and Delegation Design

What can be delegated, to whom, and with what authority?

- Delegation Decision Tree
- Levels of Delegated Authority Scale
- Delegation Brief Template
- Readiness and Motivation Assessment of Delegates
- Resource and Information Checklist for Handover



Day 4: Accountability, Follow-Up and Coaching

How does a manager stay informed without taking the work back?

- Check-In Rhythm and Escalation Triggers
- Progress Reporting Format
- Coaching Conversation Structure for Delegates
- Handling Upward Delegation and Over-Control
- Post-Task Review and Feedback Method

Day 5: Applying Work Planning and Delegation to a Function

Is the plan ready to be handed to the team?

- Applying Day 1 Priorities to the Chosen Function
- Testing the Day 2 Capacity Map Against Delegation Choices
- Completing Day 3 Delegation Briefs for Key Tasks
- Setting Day 4 Check-Ins and Escalation Triggers
- Completing the Work Plan and Delegation Framework

Methodology

The programme is built around structured exercises and peer review. Participants bring a real team workload, build the plan on it, role-play delegation conversations in pairs and receive structured feedback from colleagues from other organisations.

- Suggested activity: Auditing a week of manager time and marking tasks that could be delegated.
- Suggested activity: Writing and rehearsing a delegation brief for a high-risk task.
- Suggested activity: Role-playing a check-in with a delegate who is behind schedule.

Capstone Output

Each participant completes a work plan and delegation framework for one team or function. It contains prioritised objectives, a milestone plan, a capacity map, a delegation register with authority levels, briefs for key tasks, and a follow-up calendar. It is used to hand work to the team and to review progress with the manager's own line manager.

Frequently Asked Questions

Is work planning and delegation training suitable for managers new to senior roles?

Yes. It is set at managerial level and assumes responsibility for a team or function, not previous formal training in planning or delegation.



Which standard does work planning and delegation rest on?

The programme draws on ISO 21502:2020, the guidance on project management, for its planning, roles and responsibilities, and monitoring principles across the five sessions.

How is the work plan and delegation framework used at work?

You use it to hand tasks and authority to your team, set check-ins, and review progress and capacity with your own line manager.

How does accountable delegation differ from time management training?

Accountable delegation covers allocating tasks and authority to others and following up, while time management training focuses on how an individual organises personal tasks and diaries.