
Administrative Leadership Course: Influence Without Authority, Delegation and Coordination

19 – 23 October 2026
Tokyo





Administrative Leadership Course: Influence Without Authority, Delegation and Coordination

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Programme Summary

The administrative leadership training course runs for one week for senior administrative professionals, office supervisors and team coordinators, ending in a leadership and delegation plan for one team. Capable administrators are often given responsibility for people and cross-team work without formal authority or a method for it. The programme moves from the leadership role to influence, delegation, coordination and conflict, using cases from corporate offices, public bodies and professional firms. Mars Training Centre UK delivers this programme on administrative leadership to mixed-organisation cohorts.

The Business Case

Administrative teams hold the calendars, records and approvals on which executives and departments depend, yet their leaders are often promoted for personal reliability rather than for leading others. Unclear delegation, unspoken priorities and unresolved friction slow work and wear down good staff. A shared leadership method gives supervisors a way to direct work, secure cooperation and settle disagreement early.

- Task Completion Reliability: Improves as work is delegated with clear owners, standards and check-in points.
- Team Engagement: Improves as direction is matched to each person's readiness and development need.
- Cross-Team Cooperation: Improves as requests are framed to secure agreement without relying on rank.

Principles and Evidence Base

- Situational Leadership Model Hersey and Blanchard: Matches the amount of direction and support to a person's readiness, and is applied in Sessions 1 and 3.
- RACI Responsibility Assignment Method: Separates who is responsible, accountable, consulted and informed, and is applied in Session 3.
- ISO 10018 Guidance on People Engagement: Frames involvement, competence and accountability of people in quality management, applied in Sessions 4 and 5.

Intended Participants

- Senior administrative professionals who are moving from doing the work to directing it.
- Office supervisors who allocate tasks, check quality and cover absences in a team.
- Executive support leads who coordinate several assistants around senior leaders.
- Team coordinators who depend on colleagues in other units to deliver shared work.



Typical functions include corporate head offices, government departments, universities and professional service firms.

Learning Outcomes

1. Participants will be able to diagnose their own leadership style and its effect on a team.
2. Participants will be able to construct an influence plan for gaining cooperation from colleagues outside their reporting line.
3. Participants will be able to justify delegation decisions using readiness and responsibility criteria.
4. Participants will be able to prioritise competing requests and agree workload with their team.
5. Participants will be able to evaluate causes of friction in a team and select a resolution approach.
6. Participants will be able to design a leadership and delegation plan that a supervisor can apply from the next working week.

Programme Structure

Day 1: Administrative Leadership and the Supervisor Role

What changes when an administrator becomes responsible for other people's work?

- Leadership Style Self-Assessment
- Role Transition Map
- Team Readiness Profile
- Situational Leadership Grid
- Stakeholder and Authority Map

Day 2: Influence Without Authority

How is cooperation secured from people who do not report to you?

- Influence Plan Template
- Request Framing Script
- Rapport and Credibility Checklist
- Persuasion Conversation Practice
- Follow-Up and Commitment Record

Day 3: Delegation and Workload Priorities

Which tasks go to whom, with what instructions and checks?

- Delegation Decision Tree
- RACI Responsibility Chart
- Task Briefing Sheet
- Priority and Workload Matrix
- Check-In Rhythm Planner



Day 4: Team Coordination, Feedback and Conflict

How are daily work, feedback and disagreement handled so the team keeps moving?

- Team Coordination Routine
- Feedback Conversation Model
- Conflict Cause Map
- Resolution Approach Selector
- Absence and Cover Rota

Day 5: Leadership and Delegation Plan for One Team

Do the style, influence, delegation and coordination records form one plan the supervisor can use?

- Applying the Session 1 Team Readiness Profile
- Testing the Session 2 Influence Plan Template
- Reviewing the Session 3 RACI Responsibility Chart
- Checking the Session 4 Conflict Cause Map
- Completing the Leadership and Delegation Plan

Methodology

The programme uses a structured exercise method built on a shared case of a supervisor taking charge of a mixed administrative team that supports several senior leaders. Participants practise each skill in short role plays and written exercises, then adapt every artefact to a team of their own.

- Suggested activity: Preparing and rehearsing a request to a colleague in another unit who has no duty to agree.
- Suggested activity: Delegating a mixed set of tasks to three team members of different readiness.
- Suggested activity: Analysing a staged disagreement and choosing a resolution approach.

Capstone Output

Each participant completes a leadership and delegation plan for one team. It holds a team readiness profile, an influence plan, a RACI chart, a coordination routine and a conflict approach. The plan is used at work to brief the participant's own manager, hold the first team meeting and review progress after a month.

Frequently Asked Questions

Is administrative leadership training suitable for staff with no formal management experience?

Yes. Administrative leadership is taught through role plays and templates, assuming experience of administrative or office work but no earlier role as a manager.



Which models does administrative leadership training rest on?

Administrative leadership training rests on the Situational Leadership model, the RACI responsibility method and ISO 10018 guidance on people engagement in quality management.

How is the plan from administrative leadership training used at work?

You use the leadership and delegation plan to brief your own manager, hold the first team meeting and review progress after a month.

How does administrative leadership differ from general management training?

Administrative leadership centres on guiding office and support teams and working across units without rank, while general management training covers budgets, strategy and wider organisational control.