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COURSE BROCHURE

Question-Led Leadership and Thinking Delegation Training Course for Managers

8 – 12 November 2027
Milan

Question-Led Leadership and Thinking Delegation Training Course for Managers

Ref: 2399_90214 **Date:** 8 – 12 November 2027 **Location:** Milan **Fees:** 6200 GBP

Question-Led Leadership and Thinking Delegation is a 1-week training course for team leaders and managers who want their people to reason through problems rather than wait for answers, and who leave with a Team Thinking Ownership Map. Organisations now depend on judgement spread across many hands, and leaders who hoard thinking become bottlenecks. Jupiter Prime Training presents question-led leadership and thinking delegation as a daily discipline for managers.

Why Question-Led Leadership and Thinking Delegation Matters Now

Three forces push managers away from answer-giving. Work has grown too varied for one person to hold every solution, so problems must be reasoned through by the people closest to them. Specialists often know their tasks better than the manager, and younger professionals expect to shape decisions. A manager who keeps solving every problem drains capability, slows decisions and hides talent; one who asks well builds people who can think without supervision. The course rests on open inquiry, structured debate and staged ownership rather than any branded model.

Who Gains Most from Question-Led Leadership and Thinking Delegation

- Leaders responsible for allocating problems and stretch assignments across a team
- Managers who chair recurring decision meetings and set their agendas
- Supervisors who answer a steady stream of escalated questions each day
- Technical leads who coach specialists through difficult judgement calls
- Project managers who must draw ideas from people outside their reporting line

Intact management groups gain most when several of their leaders attend together and agree shared questioning habits.

Question-Led Leadership and Thinking Delegation Capabilities

Participants practise replacing ready answers with questions that transfer reasoning.

- Design open and probing questions that shift problem ownership — escalation conversations
- Assess each team member's latent strengths and untapped expertise — stretch assignment choices
- Apply staged decision ownership levels to recurring issues — delegation agreements with staff
- Build structured debate into decision meetings — quality of team decisions
- Test personal over-control habits against observed team behaviour — senior sponsors and peers
- Communicate high expectations alongside room for honest mistakes — trust between manager and team

Key Question-Led Leadership and Thinking Delegation Terms

- Thinking delegation — handing a person responsibility for analysing a problem and proposing the answer, not only for carrying out a task.
- Open question — a question that cannot be answered with yes or no and invites the other person to reason aloud.
- Over-control habit — a repeated manager behaviour, such as rescuing or rewriting work, that removes thinking from the team.
- Stretch assignment — a task set slightly beyond a person's current ability so that capability grows through the effort.
- Hidden talent — an ability someone uses easily and often unnoticed, which can be put to wider use in the team.
- Decision debate — a meeting format where options are argued from evidence before the leader decides.

Question-Led Leadership and Thinking Delegation Day by Day

Day 1: Answer-Giving and Its Hidden Costs

- Manager Time Audit — Where Answer-Giving Consumes Leadership Attention
- Escalation Pattern Log — Which Problems Return to the Manager
- Over-Control Habit Inventory — Behaviours That Shrink Team Reasoning
- Capability Drain Signals — Early Signs of Dependence on the Leader
- Team Thinking Baseline — Current Share of Problems Solved Below Manager

Day 2: The Craft of Asking

- Open and Probing Question Types — Moving Reasoning to the Asker's Report
- Question Ladders — Deepening Analysis Without Supplying the Answer
- Silence and Pause Discipline — Giving People Room to Think Aloud
- Assumption-Testing Questions — Exposing Weak Logic Before Decisions Are Made
- Escalation Conversation Scripts — Returning Problems With Better Questions

Day 3: Spotting and Stretching Talent

- Native Strength Observation — Identifying Abilities Used Without Effort
- Talent Inventory Grid — Matching Hidden Strengths to Open Problems
- Stretch Assignment Sizing — Setting Challenge Beyond Current Comfort
- Expectation Conversations — Pairing High Standards With Safety to Fail
- Recovery From Mistakes Protocol — Turning Errors Into Shared Learning

Day 4: Ownership and Debate in Decisions

- Staged Decision Ownership Levels — How Much Thinking Each Person Carries
- Delegation Agreement Template — Clarifying Scope, Check-Ins and Final Say
- Structured Decision Debate Format — Arguing Options From Evidence
- Dissent Invitation Techniques — Surfacing Quiet Views in Meetings
- Decision Closure Statement — Explaining the Choice and Its Reasoning

Day 5: Practising the Team Thinking Ownership Map

- Question Rehearsal Rounds — Applying Day 2 Techniques to Live Cases
- Talent and Stretch Matching — Applying the Inventory Grid to a Team
- Ownership Level Assignment — Applying Staged Levels to Recurring Issues
- Peer Feedback on Over-Control — Testing Habits Against Colleague Observation
- Team Thinking Ownership Map — Completing the Personal Leadership Commitment

Applying Question-Led Leadership and Thinking Delegation After the Course

- Return three escalated problems to their owners each week with a prepared question ladder.
- Run one decision meeting using the structured debate format and agree ownership levels for two recurring issues with the team.

Question-Led Leadership and Thinking Delegation Questions FAQ

What is question-led leadership and thinking delegation, and why does it matter now?

It is a way of leading in which managers ask rather than tell and hand over the reasoning behind decisions. It matters now because work is too varied for one person to solve, and teams that think for themselves respond faster.

Which roles gain most from question-led leadership and thinking delegation?

Team leaders, supervisors, technical leads and project managers gain most. Anyone fielding frequent escalations will find that better questions and clear ownership levels free time and build capability.

How does question-led leadership and thinking delegation differ from a general delegation course?

A general delegation course focuses on handing over tasks and deadlines. This subject focuses on handing over the thinking: the questions you ask, how you stretch hidden talent, and how you avoid over-control habits that quietly take problems back.

What do you bring back from question-led leadership and thinking delegation?

You bring back a personal map of which decisions each team member owns, a set of rehearsed questions for escalations, and a clear view of your own over-control habits.

Question-Led Leadership and Thinking Delegation: The Way Forward

The Team Thinking Ownership Map sets out who owns which recurring decisions, the questions the leader will ask instead of answering, and the stretch assignments planned for each person. Its first use is deciding which escalations to hand back next week. Managers and teams use it together, revisiting it after a month of new ownership.