

EMPOWERING AND DELEGATING

Many Management-Skills books are oriented toward helping managers know how to control other's behavior . They focus on how managers can increase employees . Performance , engender conformity , or motivate employees to achieve certain objectives .

This course includes skills that will help you motivate people to do what you want them to do or achieve power and influence over them , focuses on a skill called empowerment and on a special form of empowerment called delegation .

ATTRIBUTE	Explanation
Centralization	Decision making is pulled toward the top of the organization . Less power is shared
Threat-rigidity	Conservative . self-protective behaviors predominate . old habits are relied upon . change is resisted .
Loss of innovativeness	Trial and error learning stops . low tolerance for risk and creativity occurs .
Decreasing morale	Infighting and a mean mood permeate the organization . it isn't fun .
Politicized environment	Special – interest groups organize and become vocal . everything is negotiated
Loss of trust	Leaders lose the confidence of subordinates . Distrust predominates among employs
Increased conflict	Infighting and competition occur . self-centeredness predominates over the good of the organization .

ATTRIBUTE	Explanation
Restricted communication	Only good news is passed upward information is not widely shared and is held close to the vest .
Lack of teamwork	Individualism and disconnectedness inhibit teamwork . lack of coordination occurs .
Loss of loyalty	Commitment to the organization and to the leader erodes focus is on defending oneself .
Scapegoating leaders	Leadership anemia occurs as leaders are criticized , priorities become less clear , and a siege mentality occurs.
Short-time perspective	A crisis mentality is adopted . long-term planning and flexibility are avoided.

Ness ; it means to energize people to take action ; it means to mobilize intrinsic motivation to accomplish a task . Empowered people not only possess the herewithal to accomplish something , but they also think of themselves differently than they did before they were empowered

THE MEANING OF EMPOWERMENT

To empower means to enable ; it means to help people develop a sense of self-confidence ; it means to help people overcome feelings of powerlessness or helpless-

**Self-Efficacy
(competence)**

**Self-Determination
(Choice)**

**Personal consequence
(Impact)**

**Meaningfulness
(Value)**

**Trust
(Security)**

Vision and Values

Personal mastery experiences

Model

Provide Support

Emotional arousal

Provide Information

Provide resources

Connect to outocomes

Create confidence



ADVANTAGES OF EMPOWERD DELEGATION

Learning become a competent delegator who can simultaneously empower others has several important advantages for managers . It obviously helps managers accomplish more work than they could accomplish otherwise and can be used as a time-management tool to free up discretionary time .

ADVANTAGES OF DELEGATION

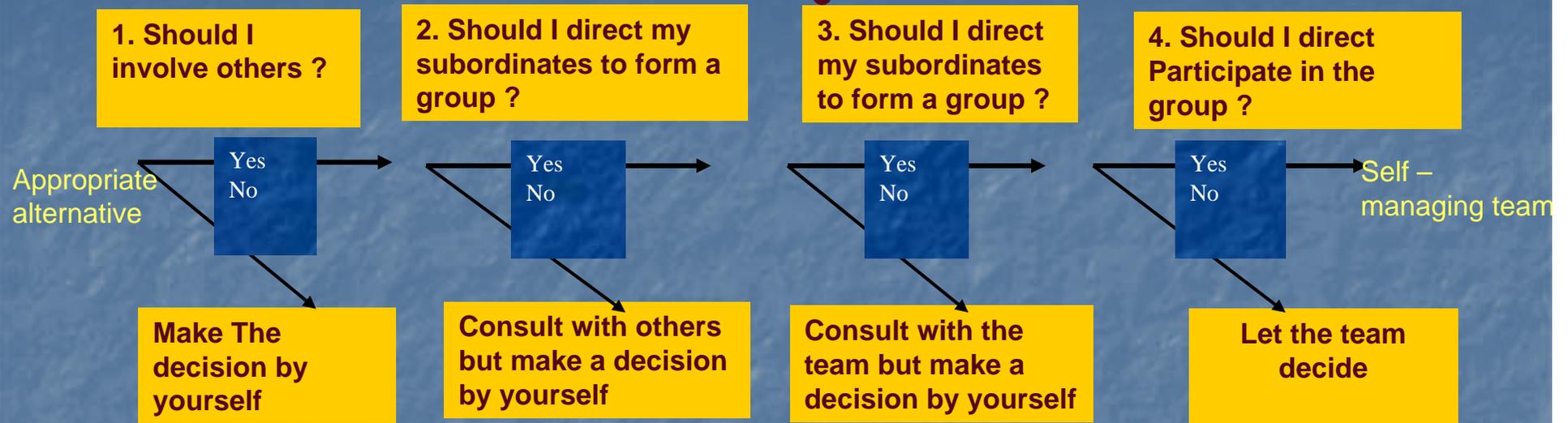
Advantage	Explanation
Time	Increases the discretionary time of the manager
Development	Develops Knowledge and Capabilities of delegates
Trust	Demonstrates trust and confidence in delegates
Commitment	Enhances commitment of delegates
Information	Improves decision making with better information
Efficiency	Enhances efficiency and timeliness of decisions
Coordination	Fosters work integration by manager coordination

DECIDING WHEN TO DELEGATE

1. Do subordinates have the necessary (or superior) information or expertise ?
2. Is the commitment of subordinates critical to successful implementation?
3. Will subordinates' capabilities be expanded by this assignment ?
4. Do subordinates share with management and each other common values and perspectives ?
5. Is there sufficient time to do an effective job of delegating ?

Empowered delegation depends on a positive answer to each of the preceding questions >

A Model For Deciding When to Delegate to an Individual or to a team



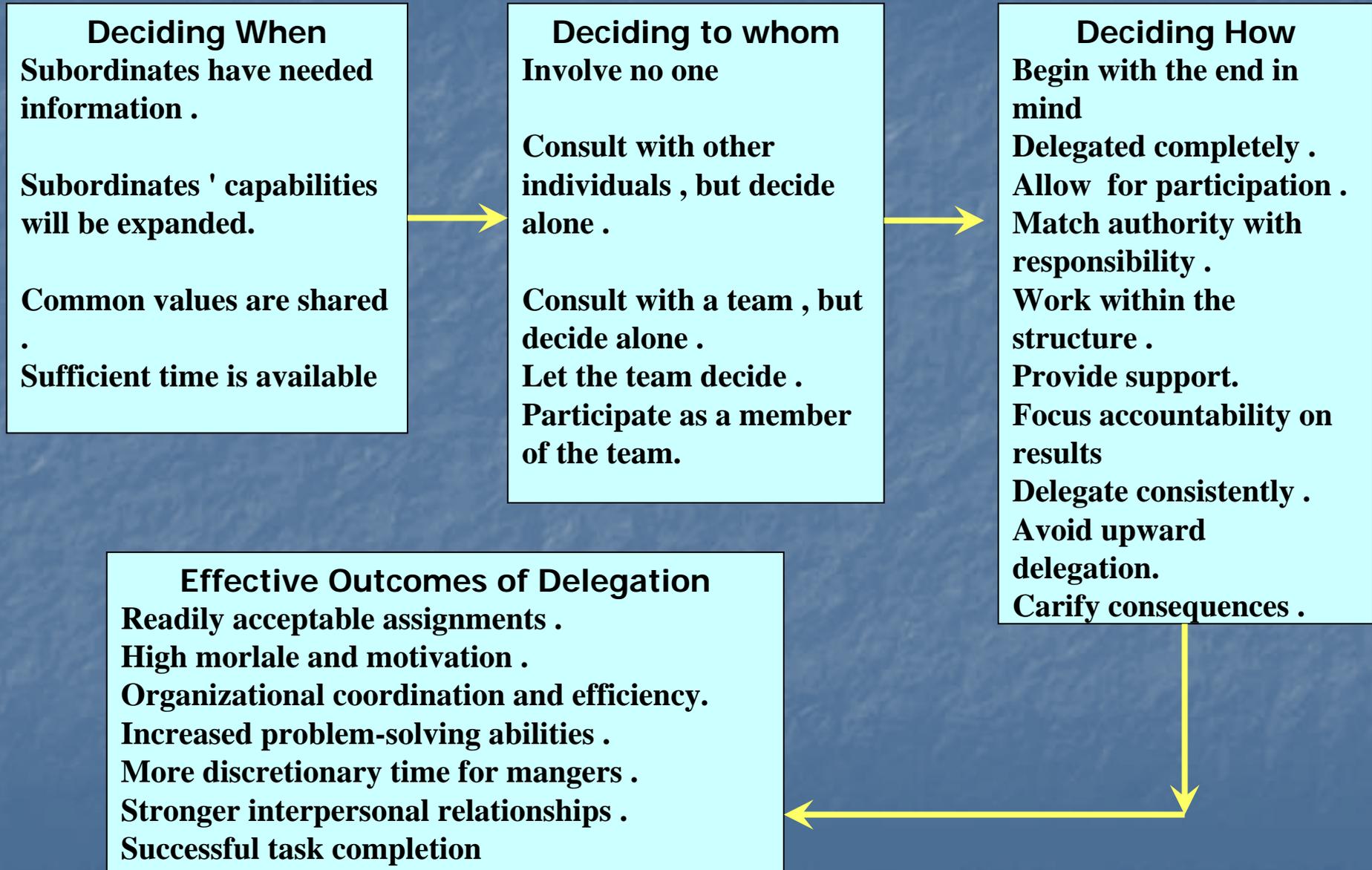
Considerations

- | | | | |
|---|--|---|---|
| <p>Involve others when</p> <ol style="list-style-type: none"> 1- They possess relevant information or skills. 2- Their acceptance and understanding are important 3- Personal development can factor . 4- Time is not a crucial factor. 5-Conflicts won't arise | <p>Form a team When</p> <ol style="list-style-type: none"> 1- Interaction Will Clarify structure the problem . 2- Interaction will increase motivation . 3- Disagreements may lead to better solutions . 4- Dysfunctional conflicts won't arise. 5- Time is not a crucial factor | <p>Delegate to the team When</p> <ol style="list-style-type: none"> 1- The team will perform competent and your time will be saved. 2- Motivation among team members will increase. 3- Sufficient information and talent exit among team members. | <p>Participate in the team when</p> <ol style="list-style-type: none"> 1- No one else could provide leadership in the team. 2- The team needs information possessed only by you. 3- Your presence would not disrupt the free flow of ideas information , or feelings 4- Your time would be spent productively in the team. |
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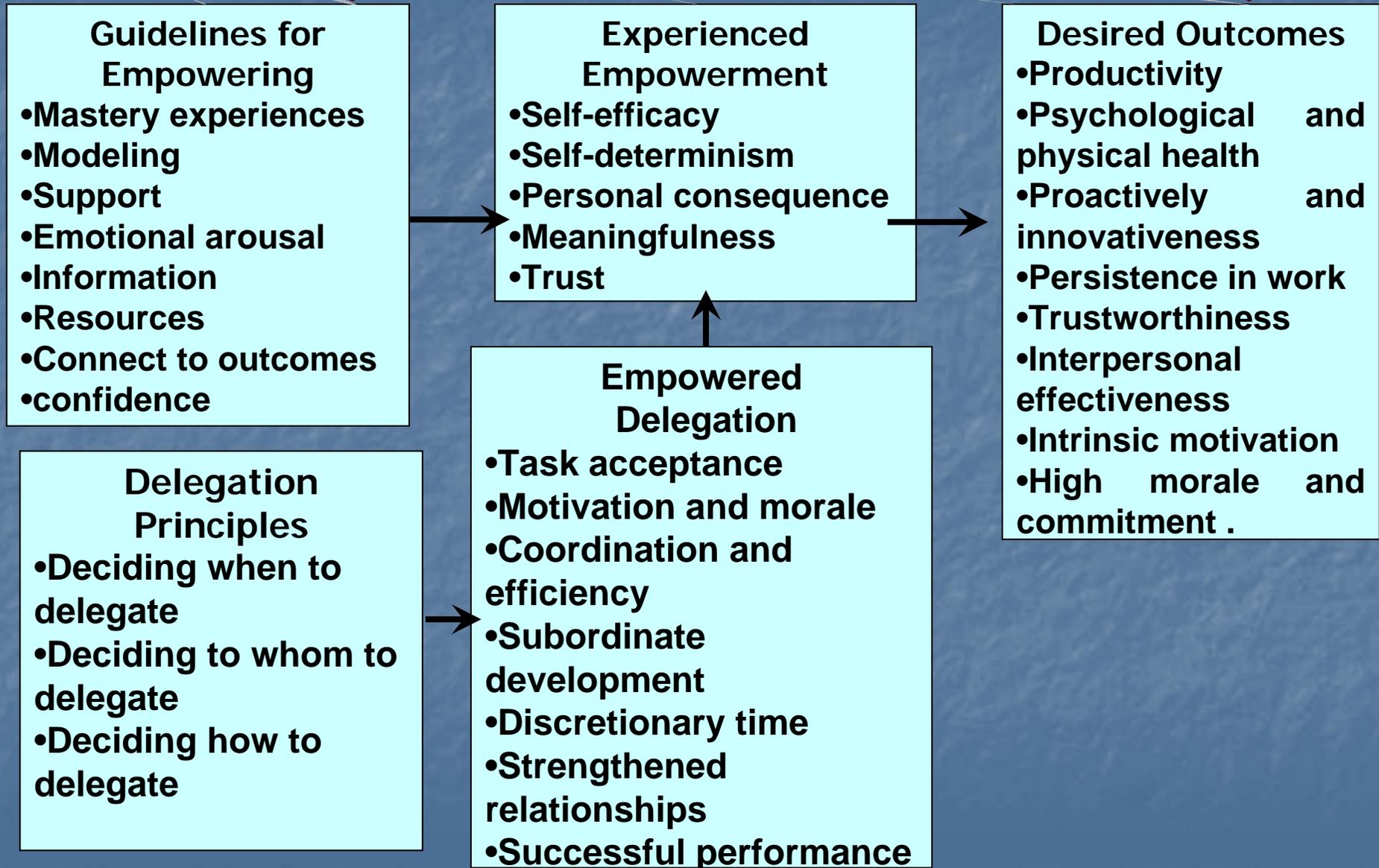
DECIDING HOW TO DELEGATE EFFECTIVELY

1. Begin with the end in mind.
2. Delegate completely
 - Wait to be told what to do
 - Ask what to do
 - Recommend , then take action .
 - Act , then report results immediately.
 - Initiate action , and report only routinely .
3. Allow Participation in the delegation of assignments .
4. Establish parity between authority and responsibility .
5. Work within the organizational structure.
6. Provide adequate support for delegated tasks.
7. Focus accountability on results .
8. Delegate consistently .
9. Avoid upward delegation.
10. Clarify consequences .

Relationships Among Principles of effective Delegation



Relationships Among the Elements of Empowerment and Empowered Delegation



1. Articulate a clear vision and goals for others by :

- Creating a picture of a designed future .**
- Using word picture and emotional language to describe the vision**
- Identifying specific targets and strategies that will lead to the vision .**
- Establishing SMART goals.**
- Associating the vision and goals with personal values**

2- Foster personal mastery experiences for others by:

- Breaking apart large tasks and helping the person do one part at a time .**
- Involving people in simple tasks before difficult tasks.**
- Highlighting and celebrating small wins that others accomplish .**
- Incrementally expanding other's job responsibilities.**
- Giving increasingly more responsibility to others to solve problems**
- Facilitating interaction with other people who can serve as role models .**

3-Successfully model the behaviors you want others to achieve by :

- Demonstrating successful task accomplishment.**
- Pointing out other people who have succeeded at the same task.**
- Finding a coach or tutor for the person .**
- Establishing a mentor relationship with the person.**

4- Provide needed support to other people by :

- Praising , encouraging , expressing approval for , and reassuring others when they perform well..**
- Writing letters or notes of praise to employees , as well as to their family members and coworkers , in recognition of noteworthy accomplishments .**
- Providing regular feedback to people .**
- Fostering informal social activities in order to build cohesion among people .**
- Supervising less closely and providing more time between reports on results .**
- Holding formal and informal recognition ceremonies**

5- Arouse positive emotions among others by :

- Fostering activities to encourage formation of friendships.**
- Periodically sending lighthearted messages to people to keep the climate fun and interesting .**
- Using superlatives in giving positive feedback .**
- Highlighting compatibility between important personal values held by your employees and the organization's goals.**
- Clarifying attributes of recreation in work by clarifying goals , instituting effective scorekeeping and feedback systems , and specifying out-bounds behavior.**

6-Provide Information needed by others to accomplish their work by :

- Providing all information relating to the accomplishment of a task .**
- Continuously providing technical information and objective data that may come to you from time to time .**
- Passing along relevant cross-unit and cross functional information to which others may not have access.**
- Providing access to information or to people with senior responsibility in the organization .**
- Providing access to firsthand rather than secondhand information .**
- Clarifying the effects of employees' actions on customers**

7- Provide resources needed for others to accomplish their work by :

- Providing training and development experiences or information about where they can be obtained .**
- Providing technical and administrative support or information about where they can be obtained .**
- Providing needed time , space , or equipment , or information about where they can be obtained .**
- Ensuring access to relevant information networks .**
- Providing discretion to others to commit resources that will help accomplish ultimate objectives .**

8. Connect other's work to outcomes and effects by :

- Providing a chance to interact directly with customers .**
- Providing authority to resolve problems on the spot.**
- Providing immediate , unfiltered , direct feedback on the results .**
- creating task identity – that is , the opportunity to accomplish a complete task .**
- Clarifying and measuring effects as well as direct outcomes .**

9- Create confidence among others by :

- Being reliable and consistent in your behavior toward others .**
- Being fair and equitable in all your decisions and judgments .**
- Exhibiting caring and personal concern for others.**
- Being open and honest in your communications .**
- Exhibiting competence and expertise with regard to objectives to be achieved .**

10- Determine when to delegate work to others by addressing five key criteria:

- Do subordinates have the information or expertise necessary to perform a task ? Are they closer to the relevant information than you are ?**
- Is the commitment of subordinates critical to successful implementation ? Can subordinates subvert task accomplishment ?**
- Will subordinate's capabilities be expanded by this assignment ? Will it help others to develop themselves ?**
- Do subordinates share a set of common values and perspectives ? Are there likely to be conflicting points of view ?**
- Does sufficient time exist to do an effective job of delegating ? Can adequate information and training be provided ?**

11- Determine to whom work should be delegated by using the decision tree in figure 2 . Decide whether you should do the task yourself , consult with individual subordinated , or consult with a team of subordinates , or participate as an equal member of a team of subordinates by analyzing the characteristics of the subordinates listed in the figure .

12- To delegate work effectively , follow these 10 guidelines :

- Begin with the end in mind . Specify desired results .**
- Delegate completely . Identify the level of initiative to be taken by subordinates**
- Allow Participation , especially regarding how and when tasks will be accomplished.**
- Match levels of authority with levels of responsibility . Maintain Balance .**
- Work within the structure . When delegating work a lower levels , delegate through subordinates , not around them .**

- Provide support for tasks being delegated . Identify resource limitations .**
- Maintain accountability for results . Avoid overly close monitoring of methods .**
- Delegate consistently . Do not delegate merely because you are overloaded .**
- Avoid upward delegation . Ask subordinates to recommend solutions rather than asking for assistance or advice .**
- Clarify consequences . Identify important effects of successful task accomplishment .**