

Obstacles to Effective Delegation

Employee may be reluctant to accept delegation because:

- **Has a fear of failure.**
- **Is already overloaded with work.**
- **Lacks the necessary skill or ability or feels s/he lacks the necessary skill or ability.**

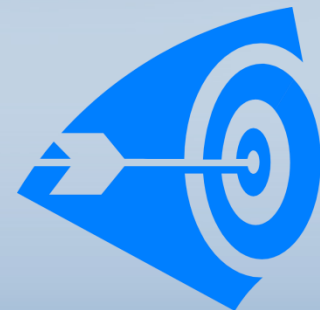
Obstacles to Effective Delegation

Supervisor may be reluctant to delegate because:

- **Knows that nobody else can do it faster / better.**
- **Fears the employee might do it better or faster than if s/he had done it himself.**
- **Fear of mistakes.**
- **Fear of losing control.**

DELEGATION DEFINED (WHAT IT IS NOT)

- ⑩ Delegation is not abdication.
- ⑩ Delegation is not micromanagement.
- ⑩ Delegation is not assigning tasks.
- ⑩ Delegation is not “making somebody else do it.”



**Delegation
is letting go
and letting
your people
excel**



**Delegation is the most
important part of
supervision.**

**IT IS THE DIFFERENCE
BETWEEN MANAGING AND
DOING**

**Delegation involves giving
the employee the
Responsibility for a job, the
Authority to perform it, and
the **Accountability** for
seeing that it gets done.**

Levels of Authority

Level 1 – Study the situation and report to me

Level 2 - Study the situation and make a recommendation

Level 3 – Study the situation and choose a course of action

Level 4 – Handle the situation and advise me of what you did

Level 5 - Handle the situation, you need not advise me of what you did

Key Behaviors

1. Delegate-

Moves decision making and accountability downward through the organization by appropriately sharing responsibilities with others.

2. Shares responsibility-

Delegates important areas of authority and responsibility in a manner that clarifies expectations while expanding the individual's feelings of ownership and accountability; promotes risk taking.

3. Provides guidance-

Provides appropriate amount of information, resources, and encouragement to support the individual's and business unit's success without undermining the individual's full ownership of issues.

4. Follow up-

Builds follow-up into delegations in order to monitor associate and issues.

DELEGATION MODEL

- ⑩ **Prepare:** “size and shape” of the responsibility, employees capability, level of oversight.
- ⑩ **Discuss/agree:** two-way conversation, written summary
- ⑩ **Support:** honor commitments, feedback, keep “moving it to the right.”

Three Steps in Delegation

- **First** - the supervisor assigns responsibility
- **Second** - the supervisor grants authority
- **Third** - the supervisor needs to create accountability

Challenges in Delegation

- **Delegation is taking risks**
 - > Willing to make yourself vulnerable
 - > It is a paradox
- **Delegation requires time, effort and motivation**

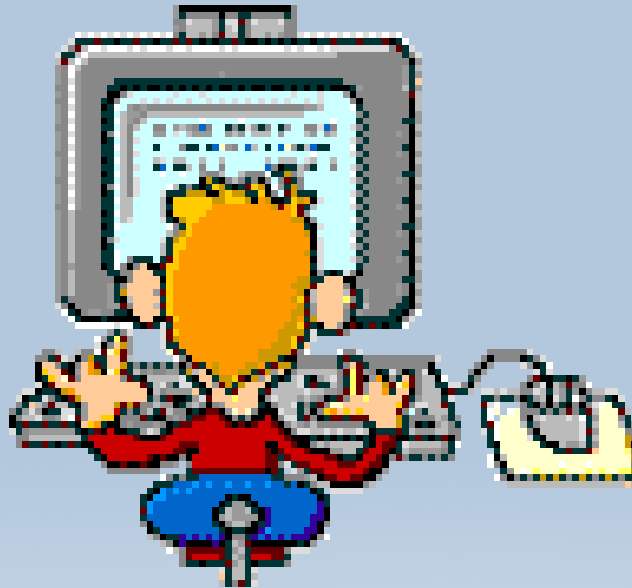


Principal Aims in Delegation

- **Getting the task done**
- **Developing the subordinate**
- **Assessing the competence and commitment of employees**
- **Enhancing job satisfaction / morale of employees**



Key to Effective Delegation



Enjoyable tasks are delegated

Key to effective Delegation



Make time to know your people

Key to effective Delegation



Please be specific when giving assignments

Key to effective Delegation



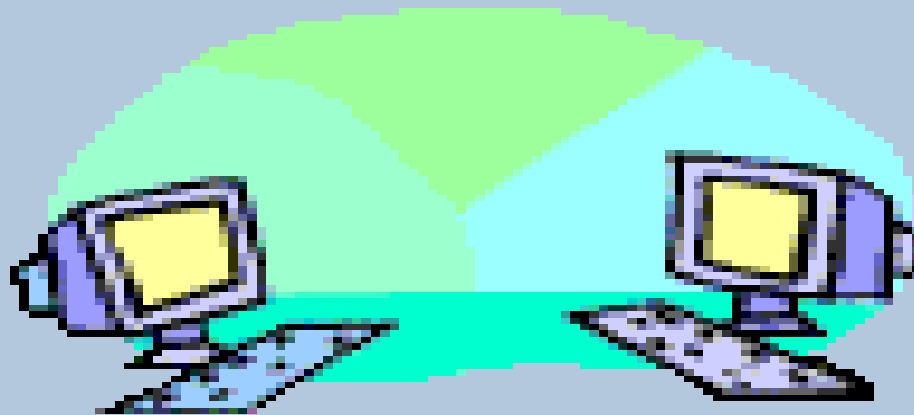
Objectives and not procedures are what you delegate

Key to effective Delegation



Watch what you delegate

Key to effective Delegation



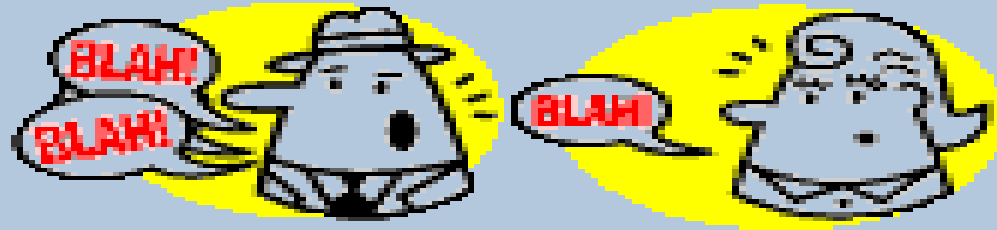
Employees are forced to plan and are trained to present you with solutions

Key to effective Delegation



Recognize that everything takes time

Key to effective Delegation



Mind what you delegate and take time to communicate clearly

Key to effective Delegation



Employees are developed

Key to effective Delegation



Not to delegate always to the most capable employee

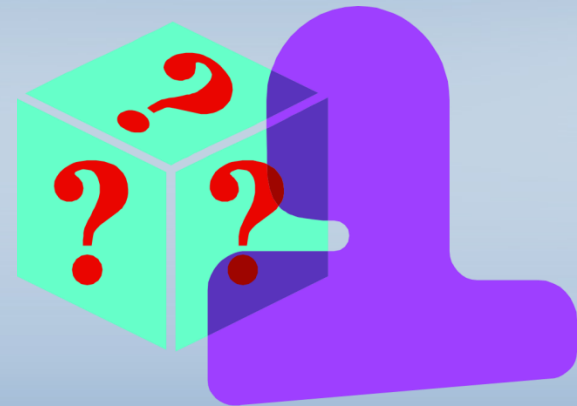
Key to effective Delegation



Take the blame share the credit

Keys to effective Delegation

EMPOWERMENT



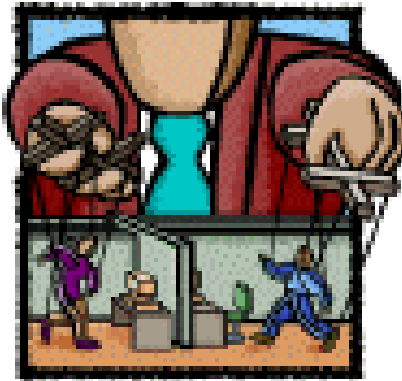
Benefits of Delegation

- L**ess pressure for the supervisor
- E**xceeds results
- T**ime to motivate your staff
- S**tandards of performance are provided

- G**ets people developed
- O**rganization gets developed



Unit 3



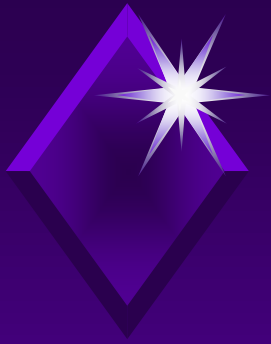
Session 5

The Supervisor TRANSFORMS



The Supervisor TRANSFORMS

*‘ I felt as if I were walking with
Destiny and that all my past
life had been but a
preparation for this hour... ’*



The Supervisor TRANSFORMS

You are a Supervisor

You are not the person you were yesterday;

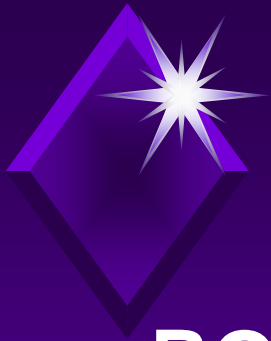
You are a supervisor, and being

A supervisor is a role.

A role is a prescription for behavior,

And you now have a new prescription.

You are a supervisor.



The Supervisor TRANSFORMS

ROLES are sets of activities or behavior expected of a person in a particular job or position within the organization.

Supervisory roles are the behaviors supervisors exhibit because it is expected of their position.



The Supervisor TRANSFORMS

Teambuilder

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Team builder

- ability to influence good interpersonal relationship.
- Create an environment and an atmosphere where people are able to work together with enthusiasm and with creativity to achieve goals.
- Working towards common goals, where people are able to satisfy their own personal needs as well.



The Supervisor TRANSFORMS

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Risk Taker

- Take informed risk.
- Be aware of the factors that can you to succeed and those that can cause you to fall.
- Is an opportunity for growth.
- Risk- requires you to stretch your competencies to the utmost



The Supervisor TRANSFORMS

T

eambuilder

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rbitrator and Assistant Problem-Solver

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Arbitrator and Assistant Problem-Solver

- Settle disputes and act as referee to promote understanding.
- Counsel listen and help mediate in employee problems.
- Dispenser of justice
- Ensure the enforcement of policies and procedures.



The Supervisor TRANSFORMS

T eambuilder
R isk-taker
A rbitrator and Assistant Problem-Solver
N etworker
S
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Networker

- Create and maintain an effective, widely based system of resources that works to the mutual benefit of yourself and others.
- Create and cultivate an effective support system.



The Supervisor TRANSFORMS

T eambuilder
R isk-taker
A rbitrator and Assistant Problem-Solver
N etworker
S trategist and Analyzer
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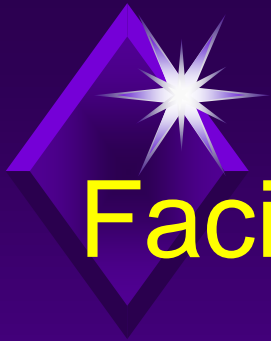
Strategist and Analyzer

- Evaluate data and make logical and sound judgments in determining appropriate courses of action based on the facts available.



The Supervisor TRANSFORMS

T eambuilder
R isk-taker
A rbitrator and Assistant Problem-Solver
N etworker
s trategist and Analyzer
F acilitator and Originator of Change
O
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Facilitator and Originator of Change

- Supervisors are teachers, in a very special way
- Teach by example, questions, suggestions, and by coaching.
- Encourage his or her people to think for themselves.
- Create an atmosphere of controlled chaos in which individual differences are encourage.
- Encourage independence of thought.



Qualities of the

Facilitator/ Originator of Change:

- ❖ Stimulates innovation and creativity in the achieving of goals.
- ❖ Is concerned with being proactive in regard to both personal and organizational aims;
- ❖ Anticipates needed, constructive changes for increased effectiveness;
- ❖ Subject goals, objectives, and targets to continuous re-evaluation and possible change;
- ❖ Plans and controls change by creating mechanisms for continuous, dynamic change;



The Supervisor TRANSFORMS

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R isk-taker
A rbitrator and Assistant Problem-Solver
N etworker
s trategist and Analyzer
F acilitator and Originator of Change
o rganizer
R
M
S



Organizer

- Set in motion the material and human resource at your disposal to achieve what you have planned, to meet the goals of the organization.



The Supervisor TRANSFORMS

T eambuilder
R isk-taker
A rbitrator and Assistant Problem-Solver
N etworker
s trategist and Analyzer
F acilitator and Originator of Change
o rganizer
R esource Manager
M
S



Resource Manager

- Optimize the maximum use of all resources available.
- You see to the cost effective implementation of your activities.
- And the value added aspect your program would give.



The Supervisor TRANSFORMS

T eambuilder
R isk-taker
A rbitrator and Assistant Problem-Solver
N etworker
S trategist and Analyzer
F acilitator and Originator of Change
O rganizer
R esource Manager
M entor/Trainor
S



Mentor/ Trainor

- Teach employees job skills
- Shape their work attitude and develop acceptable organizational behavior and values.



The Supervisor TRANSFORMS

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R isk-taker
A rbitrator and Assistant Problem-Solver
N etworker
S trategist and Analyzer
F acilitator and Originator of Change
O rganizer
R esource Manager
M entor/Trainor
S pokesperson



Spokesperson

- Relay employee suggestions, concerns and points of view to higher management and vice-versa
- Act as liaison with peers/ employees in other departments, staff specialist and outside contacts.
- Verbally explain management circulars, directives and memos.



THE SUPERVISOR'S PRAYER

Dear Lord, I am a Supervisor. Thank you for making me one.

Help me become a Supervisor, after your own heart.

Transform me and those who I work with into a community who love their work and who work with love.

Let me become the spokesperson for my people and top management so I can build bridges of understanding between them.

Help me create an atmosphere of openness, trust and camaraderie between us.

Lord, let me be a leader who is able to give people the space to be the best that they can become. Let me encourage my fellow workers to

think for themselves. Let me share with my people a Vision of the future I believe in; so that we could share our visions and together create and shape a future we all desire. And Lord, let this vision of the common future together be our source of HOPE. Amen.

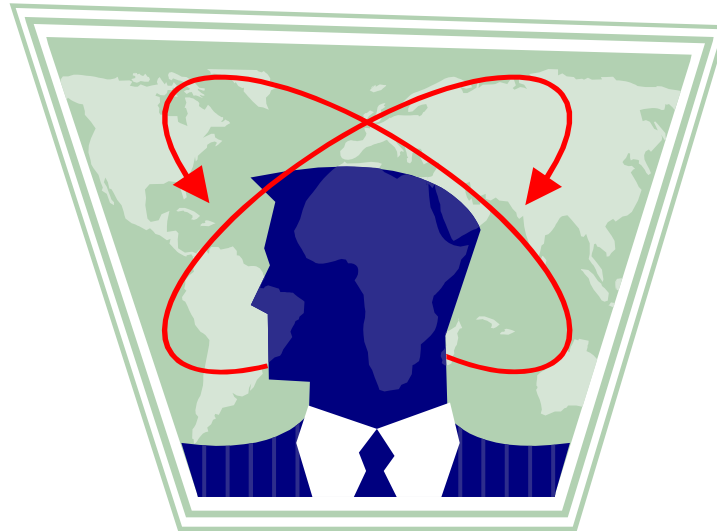


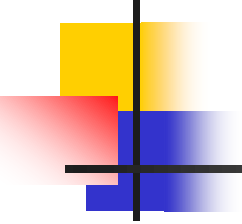


Introduction to COMMUNICATION

Introduction to **COMMUNICATION**

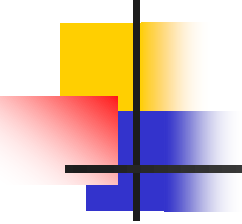
Assumptions are often a block to an effective two-way communication.





Introduction to **COMMUNICATION**

We may hear the same things but we have different interpretations of what we hear and see. We understand things according to what we perceive them to be.



Introduction to **COMMUNICATION**

COMMUNICATION is ...

... not merely the transmission of messages.

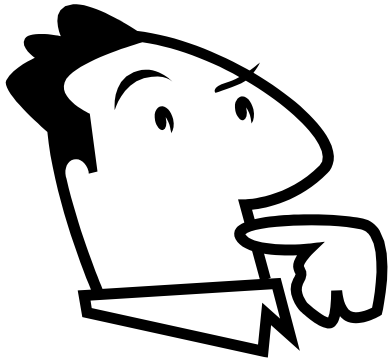
... not mere information.

... is a human process.

... is the transfer and sharing of meanings.

Introduction to **COMMUNICATION**

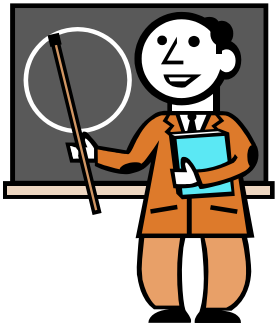
Perceptions are our impressions and judgments about a person, event or stimulus.



Because of perception, we may hear, see, experience the same thing, and yet have different recollections/accounts.

Introduction to COMMUNICATION

Four Functions of COMMUNICATION:



- Inform

- Instruct



- Inspire



- Integrate

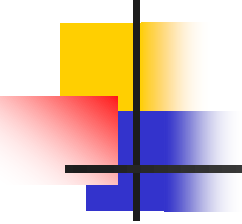




INFORM

Employees need information which will:

1. Guide their action and satisfy their natural desire for information about anything related to their job and organization as a whole;
2. Assist them to perform their duties effectively;



3. Give them better understanding of their responsibilities and how these relate to the total organization.



They need to be informed about the key elements of the organization such as:

1. Organizational structure/systems

- organizational chart/functional chart
- communication flow
- reporting relationships