SCRIPTS – DELEGATION AND MOTIVATION

Introduction – Slide 1

I welcome you to this session. Let me start by saying that, a business manager alone, cannot perform all the functions and duties of the organization. He will at some point, need assistance of capable and trusted hands in order to achieve the desired organizational objectives. This capable hand though, don't come cheap.

They must be mobilized first, and then, motivated, to give their best on the job. Thus, the responsibility for getting the job done through delegation of responsibilities, to the right people, with the right skill, with requisite freedom or authority, in a worker-friendly environment, rests firmly with the manager and his mode of motivation.

A manager who ensures that, he involves himself closely with issues affecting his staff will always be a winner. Therefore, in this session, we shall be looking at, the principles of delegation and motivation.

Learning Outcomes – Slide 2

But first, let us take a look at our expected learning outcomes.

It is hoped that, at the end of this session, listeners will be able to:

- State and explain the concept of Delegation.
- Identify factors that enhance effective Delegation.
- Discuss the process of Motivation.
- Apply the principles of motivation for higher productivity.

What is Delegation? – Slide 3

Delegation is the art of entrusting authority to a subordinate to make decisions or take actions that otherwise would have been the responsibility of the superior officer.

Delegation involves entrusting RESPONSIBILITY and AUTHORITY to others and to create ACCOUNTABILITY for results.

What are the Considerations for Delegation? – Slide 4

There are several factors to be considered, before delegation can be affected:

- What tasks can be delegated
- Sensitivity of Task or Duty.
- Demands of Tasks or Duty in terms of Skills needed and work Experience required.
- Expectations, in terms of, Status or Rank, Language etc.
- Periods, that is, how long, and situation
- Resource Requirements.
- Rule or Regulation
- Control Mechanism

Process of Delegation – Slide 5

There are many different components to delegation, beyond simply assigning a task to someone else. The following is a detailed, step-by-step guide of important things to consider, when delegating:

The first phase involves the superior officer, or delegator's role, and it involves:

1. **Assignment of Tasks.**

   Before delegation can begin, the delegator needs to determine the duties which they want the subordinates to perform.

   It is important at this stage, to clarify the task, such that, everyone knows what is expected of them, and what they are accountable for. Efforts should be made, to avoid duplication of task.

2. **Determination of expected Results.**
   After determining the task that the subordinates are to perform, targets, or key performance indicators, should then be set, so that, the level of success can be measured. All of these must be communicated to those that have been assigned such responsibilities.

3. **Granting of authority to accomplish task.**
   This is the stage where duties are then assigned to the subordinates, as per their job roles, rankings, and expectations.

   The manager must always ensure that, the authority is strictly delegated, just to perform the assigned responsibility, since disproportionate authority lends risk to misunderstanding by the subordinate.

4. **Feedback.**
   The delegator is expected at this stage, to develop modalities for which the subordinate should report progress, successes or challenges encountered, while in pursuit of carrying out the task. Parameters for measuring performance levels, should also be determined, and communicated to the subordinate.

The Role of the Subordinate – Slide 6

1. **Acceptance of the Assignment.** It is in this stage that, the subordinates can either accept, or reject the tasks assigned to them. If the delegate refuses to accept the duty, and subsequently the authority to perform it, it is the responsibility for the delegator, to either investigate as to why the delegate has refused, or to identify another person who is capable, and willing to undertake the assignment. Once the task is accepted by a subordinate, the process reaches its final stage.

2. **Accountability.** The process of delegation of authority concludes when an obligation is established on the part of the subordinate, that indicates the performance expectation, and the amount of responsibility, and authority assigned to him. Once the assignment is accepted, the subordinate becomes accountable for the completion of the duty, and is held responsible to their superior for their performance

The Extent to Which a Task Can Be Delegated – Slide 7

1. **Authority Is Retained by the Supervisor.** The activity is an integral part of Supervisor's job, and subordinate can only help, or serve as a resource.

2. **Subordinate Acts After Supervisor's Approval.** Subordinate is expected to submit proposed action, for approval before the subordinate can act.

3. **Subordinate Acts and Then Reports to Supervisor.** Responsibility is assigned with commensurate authority to accomplish the task. Subordinate reports back when task is accomplished.

Why do some bosses, not Delegate? – Slide 8

It is interesting to know that the higher an employee rises in the organizational hierarchy, the more indispensable they seem to become, and it becomes increasingly difficult for them to make time for themselves, or to shoulder additional responsibilities.

As a part of business coaching, organizations should help their managers, and supervisors learn to delegate some of their work, to avoid getting into this situation.

However, many bosses do not like delegating their jobs for one, or more of the following reasons:

1. **Lack of Trust.**
   Senior executives may find it tough to trust that the job will be done in a competent way, by the employee to whom they delegate. This situation is common for individuals who micromanage.

   Now, even if they give up part of the responsibility, they will keep a watch over the shoulder, because they are scared things might go wrong, and they fear of being to blame should such a situation occur.

2. **Obsession with Control.**
   Some bosses get an ego kick, out of being the boss. Doing things themselves, makes them feel important, powerful, and in control. Such people worry that, delegating a task to someone else, means they will not be able to assert their authority.

3. **Desire for the Limelight.**
   Some executives take on tasks that they can easily delegate, for the sheer visibility it provides them. If there is a job that helps market their quality, or capabilities – especially to the higher-ups.

   They are loath to delegate this task to a junior employee, because the focus may shift from them to this employee and make them appear redundant.

4. **Avoiding other Responsibilities.**
   Senior employees may not delegate, to show their boss that, they already have their hands full. They use this strategy, to avoid some other responsibility because of the stress or challenges attached with it such as, having to do some paper documentations afterwards. And the only way to avoid them, is to show that, they do not have the time to handle such a task.

5. **Not Wanting to Let Go.**
   In some cases, the boss may truly love the task, although he has grown past the stage of doing it. In such cases, this attachment, and love for the job makes him unwilling to give it up to someone else, and business coaching has to focus on helping him make the transition.

Delegation is important and no matter what the reason for refusing to do it, senior executives ultimately need to open up to it at some time. Understanding these reasons can help organizations include training on delegation techniques as part of their business coaching program

Motivation – Slide 9

Up next, is motivation. One of the most important functions of management, is to create willingness, amongst employees to perform their jobs, to the best of their abilities. Therefore, management has a duty, to arouse interest in performance of employees, in their jobs. This is called motivation.

Motivation is the process of stimulating people to actions, so that organizational goals can be accomplished. In the work-goal context, the psychological factors stimulating the people's behaviour can be, desire for money, success, recognition, job-satisfaction, teamwork, etc.

This means that, for people to be motivated to doing their jobs as effectively as possible, certain issues around their needs and wants, must be addressed. It is up to the management, to determine what these needs and wants are, and then develop an incentive plan.

But before we look at what these plans might be, let us examine the process of motivation.

The Motivation process begins when there is an unsatisfied need in a human being. The presence of unsatisfied need gives him tension. This tension creates an urge of drive in the human being, and he starts looking for various alternatives, to satisfy the drive.

After searching for alternatives, the human being starts behaving according to chosen option. After behaving in a particular manner for a long time, then he evaluates, whether the need is satisfied, or not. After fulfilling the need, the human being gets satisfied, and his tension gets reduced.

For example, if an employee develops a need to earn more, this need will make him restless, and he will start thinking of how to satisfy his need. To satisfy his need, he may think of working hard in organization, so that, he may get promotion. And so, he will start working hard. After some time, he may get the incentives, or increments, or promotion which will satisfy his need.

However, the motivation process does not end by satisfaction of one need. After fulfilling one need, another need will develop, and the same process starts all over, and the needs keep emerging in human beings.

What are the Factors that influence Motivation? – Slide 10

For us to understand this, we shall examine two theories. The first is, the Abraham-Maslow's hierarchy of needs theory of motivation. In his theory, Maslow classified human needs into five groups as depicted in the diagram.

The first level is called, the Physiological needs. These are the basic needs of an individual, which includes, food, clothing, shelter, air, water, etc. These needs, relate to the survival, and maintenance of human life.

The second level is the Safety needs. These needs are also important for human beings. Everybody wants job security, protection against danger, safety of property, etc.

The third level is social needs, which can also be referred to as, the love, or belonging need. These needs, emerge from the society. Man is a social animal, hence, these needs become important. For example, love, affection, belongingness, friendship, conversation, etc.

The fourth level is the Esteem needs. These needs, relate to the desire for self-respect, recognition, and respect from others.

And the fifth level is the Self-actualization needs. These are the needs of the highest order, and these needs are found in those persons whose previous four needs are satisfied. This will include need for, social service, meditation, etc.

The Douglas McGregor's 'X' and 'Y' Theory of Motivation – Slide 11

Theory X is based on assumptions regarding the typical worker. This management style assumes that the typical worker has little ambition, avoids responsibility, and is individual-goal oriented. It is believed that employees operate in this manner are more likely to use rewards or punishments as motivation and the typical workforce operates more efficiently under a hands-on approach to management.

Theory X managers believe all actions should be traceable to the individual responsible. This allows the individual to receive either a direct reward or a reprimand, depending on the outcome's positive or negative nature. According to McGregor, there are two opposing approaches to implementing Theory X: the hard approach and the soft approach.

The hard approach depends on close supervision, intimidation, and immediate punishment. This approach can potentially yield a hostile, minimally cooperative workforce, and resentment towards management. Managers are always looking for mistakes from employees, because they do not trust their work. Theory X is a "we versus they" approach, meaning it is the management versus the employees.

The soft approach is characterized by leniency and less strict rules in hopes for creating high workplace morale and cooperative employees. Implementing a system that is too soft could result in an entitled, low-output workforce. McGregor believes both ends of the spectrum are too extreme for efficient real-world application. Instead, McGregor feels that an approach located in the middle would be the most effective implementation of Theory X.

Theory X can benefit a workplace that utilizes an assembly line or manual labor.

Theory Y managers assume employees are internally motivated, enjoy their job, and work to better themselves without a direct reward in return. These managers view their employees as one of the most valuable assets to the company, driving the internal workings of the corporation.

Employees additionally tend to take full responsibility for their work and do not need close supervision to create a quality product. It is important to note, however, that before an employee carries out their task, they must first obtain the manager's approval. This ensures work stays efficient, productive, and in-line with company standards.

Theory Y managers gravitate towards relating to the worker on a more personal level, as opposed to a more conductive and teaching-based relationship. As a result, Theory Y followers may have a better relationship with their boss, creating a healthier atmosphere in the workplace. In comparison to Theory X, Theory Y incorporates a pseudo-democratic environment to the workforce. This allows the employee to design, construct, and publish their work in a timely manner in co-ordinance to their workload and projects.

Although Theory Y encompasses creativity and discussion, it does have limitations. While there is a more personal and individualistic feel, this leaves room for error in terms of consistency and uniformity. The workplace lacks unvarying rules and practices, which could potentially be detrimental to the quality standards of the product and strict guidelines of a given company.

Importance of Motivation to Management or Organization – Slide 12

- Increase in the efficiency and productivity of employees. Motivation ensures a high-level performance of employees.
- Better co-operation from employees and cordial labor-management relations.
- Reduction in the rate of labor absenteeism and turnover.
- Reduction in the wastages and industrial accidents.
- Improvement in the morale of employees.
- Quick achievement of business/corporate objectives and favorable corporate image.

Importance of Motivation to Employees – Slide 13

- Employees get various monetary and non-monetary facilities/benefits which provide better life and welfare to them.
- Security of employment and other benefits due to cordial relations with the management.
- Job attraction and job satisfaction.
- Higher status and opportunities of participation in management.
- Positive approach and outlook of employees towards company, management and superiors.
- Reduction in the rate of labour turnover which is harmful to employees and management.
- Better scope for improvement in knowledge and skills of employees

Monetary incentives-

Those incentives which satisfy the subordinates by providing them rewards in terms of rupees. Money has been recognized as a chief source of satisfying the needs of people. Money is also helpful to satisfy the social needs by possessing various material items. Therefore, money not only satisfies psychological needs but also the security and social needs. Therefore, in many factories, various wage plans and bonus schemes are introduced to motivate and stimulate the people to work.

Non-monetary incentives-

Besides the monetary incentives, there are certain non-financial incentives which can satisfy the ego and self- actualization needs of employees. The incentives which cannot be measured in terms of money are under the category of "Non- monetary incentives". Whenever a manager has to satisfy the psychological needs of the subordinates, he makes use of non-financial incentives.

Non- financial incentives can be of the following types:-

Security of service- Job security is an incentive which provides great motivation to employees. If his job is secured, he will put maximum efforts to achieve the objectives of the enterprise. This also helps since he is very far off from mental tension and he can give his best to the enterprise.

Praise or recognition- The praise or recognition is another non- financial incentive which satisfies the ego needs of the employees. Sometimes praise becomes more effective than any other incentive. The employees will respond more to praise and try to give the best of their abilities to a concern.

Suggestion scheme- The organization should look forward to taking suggestions and inviting suggestion schemes from the subordinates. This inculcates a spirit of participation in the employees. This can be done by publishing various articles written by employees to improve the work environment which can be published in various magazines of the company. This also is helpful to motivate the employees to feel important and they can also be in search for innovative methods which can be applied for better work methods. This ultimately helps in growing a concern and adapting new methods of operations.

Job enrichment- Job enrichment is another non- monetary incentive in which the job of a worker can be enriched. This can be done by increasing his responsibilities, giving him an important designation, increasing the content and nature of the work. This way efficient worker can get challenging jobs in which they can prove their worth. This also helps in the greatest motivation of the efficient employees.

Promotion opportunities- Promotion is an effective tool to increase the spirit to work in a concern. If the employees are provided opportunities for the advancement and growth, they feel satisfied and contented and they become more committed to the organization.

The above non-financial tools can be framed effectively by giving due concentration to the role of employees. A combination of financial and non- financial incentives help together in bringing motivation and zeal to work in a concern.

Positive Incentives

Positive incentives are those incentives which provide a positive assurance for fulfilling the needs and wants. Positive incentives generally have an optimistic attitude behind and they are generally given to satisfy the psychological requirements of employees. For example-promotion, praise, recognition, perks and allowances, etc. It is positive by nature.

Negative Incentives

Negative incentives are those whose purpose is to correct the mistakes or defaults of employees. The purpose is to rectify mistakes in order to get effective results. Negative incentive is generally resorted to when positive incentive does not works and a psychological set back has to be given to employees. It is negative by nature. For example- demotion, transfer, fines, penalties.

Conclusion – Slide 15

A well designed and applied system of delegation and staff motivation will not only increase staff productivity and performance, but will ensure the continuous flow of activities and achievement of organizational goals

However, it should be noted that, the motivation process, does not end by satisfaction of one need. After fulfilling one need, another need will develop, and the same process starts all over, and the needs keep emerging in human beings. Therefore, management must keep evolving ways to meet their employees needs as they arise so as to sustain the longevity of the organization.

I thank you for listening!