



IIT ROORKEE



NPTEL ONLINE
CERTIFICATION COURSE

LEADERSHIP AND TEAM EFFECTIVENESS

LECTURE – 38

DELEGATION AND EMPOWERMENT

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Image Source: https://www.123rf.com/photo_13764441_empowerment-and-delegation-concept-in-word-tag-cloud-on-white-background.html

Delegation

- Delegation is a relatively simple way for leaders:
 - To free themselves of time-consuming chores
 - To give followers developmental opportunities
 - To increase the number of tasks accomplished by the work group, team, or committee
- Delegation gives the responsibility for decisions to those individuals most likely to be affected by or to implement the decision.
- Delegation is more concerned with autonomy, responsibility, and follower development than with participation.



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Delegation (Cont.)

- Research has shown that leaders who delegate authority more frequently often have higher-performing businesses. (Miller & Toulouse, 1986)
- However followers are not necessarily happier when their leaders frequently delegate tasks. (Stogdill et al., 1955)
- (Stogdill and Bass, 1981) maintained that it was due to subordinates who felt they were not delegated the authority needed to accomplish delegated tasks, monitored too closely, or delegated only tasks leaders did not want to do.
- (Wilcox, 1982) showed that leaders who delegated skillfully had more satisfied followers than who did not delegate.

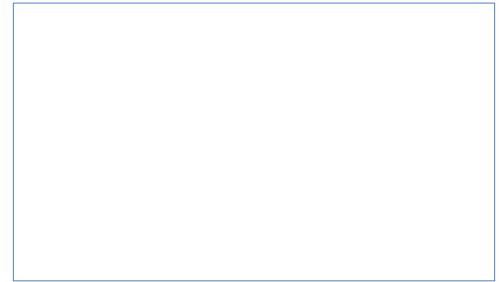


Importance of Delegation

Following are ideas given by (H. L. Taylor, 1989) about why delegating is important.

Delegation Frees Time for Other Activities

- Leaders typically have so many different responsibilities that they invariably must delegate some of them to others.
- Because leaders determine what responsibilities will be delegated, the process is one by which leaders can ensure that their time is allocated most judiciously to meet group needs.
- The leader's time is a precious commodity that should be invested wisely in those activities that the leader is uniquely suited and that will provide the greatest long-term benefits to the group.



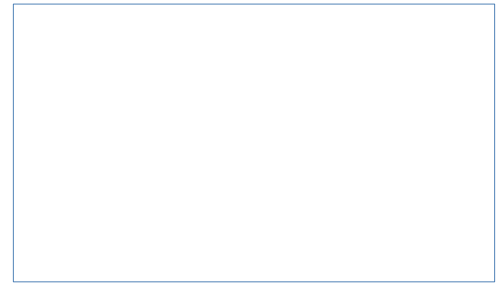
Importance of Delegation (Cont.)

Delegation Develops Followers

- Developing subordinates is one of the most important responsibilities any leader has, and delegating significant tasks to them is one of the best ways to support their growth
- It allows subordinates the best training experience of all i.e., learning by doing.

Delegation Strengthens the Organization

- Delegation sends an organizational signal that subordinates are **trusted**
- It enhances **commitment** of the delegates
- It improves **decision making skills**
- Delegation also foster work integration by manager **coordination**



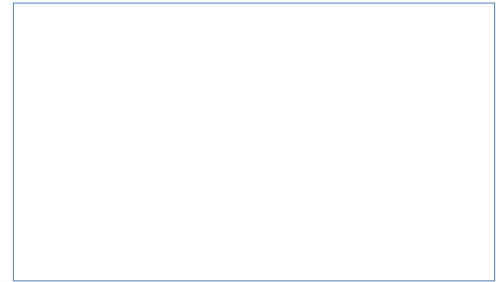
Principles of Effective Delegation

Deciding When to Delegate

Ask the following question:

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

If answer is **YES** then do **DELEGATE**



Principles of Effective Delegation (Cont.)

Deciding Whom to Delegate

Delegate to Individual or Team?

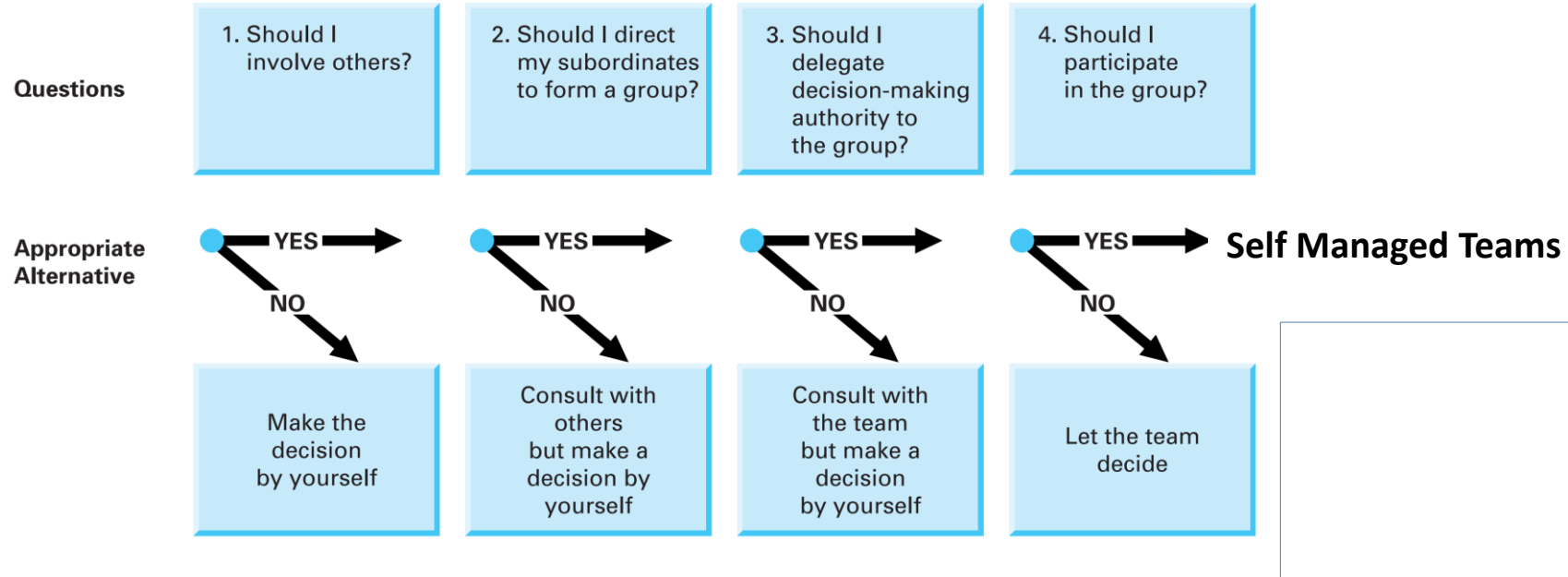
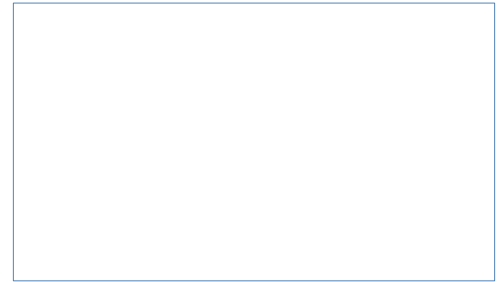


Image Modified from: (Whetten & Cameron, 2011)

Principles of Effective Delegation (Cont.)

Deciding How to Delegate

1. Begin with the end in Mind
2. Delegate Completely
3. Allow Participation in the delegation of assignments
4. Establish Parity between authority and responsibility
5. Work within the organization structure
6. Provide adequate support for delegated tasks
7. Focus accountability on results
8. Delegate consistently
9. Avoid upward delegation
10. Clarify consequences



Principles of Effective Delegation - Summary

Deciding When

Subordinates have needed information.
Commitment is crucial.
Subordinates' capabilities will be expanded.
Common values are shared.
Sufficient time is available.

Deciding to Whom (Alternatives)

Involve no one.
Consult with other individuals, but decide alone.
Consult with a team, but decide alone.
Let the team decide.
Participate as a member of the team.

Deciding How

Begin with the end in mind.
Delegate completely.
Allow for participation.
Match authority with responsibility.
Work within the structure.
Provide support.
Focus accountability on results.
Delegate consistently.
Avoid upward delegation.
Clarify consequences.

Effective Outcomes of Delegation

Readily acceptable assignments.
High morale and motivation.
Organizational coordination and efficiency.
Increased problem-solving abilities.
More discretionary time for managers.
Stronger interpersonal relationships.
Successful task completion.

Image Modified from: (Whetten & Cameron, 2011)

Empowerment

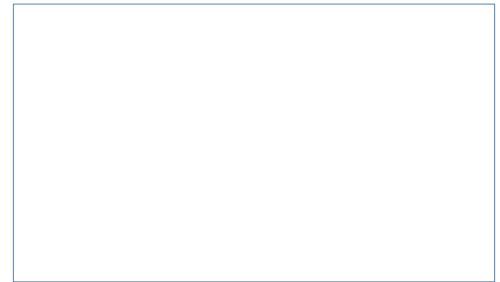
- “Providing freedom for people to do what they want to do (pull), rather than getting them to do what you want them to do (push).”
- Empowerment as having two key components.
 - For leaders to truly empower employees, they must **delegate** leadership and decision making down to the lowest level possible. Employees are often the closest to the problem and have the most information, and as such can often make the best decisions
 - The second component of empowerment, and the one most often overlooked, is **equipping followers** with the resources, knowledge, and skills necessary to make good decisions.



Difference Between Power and Empowerment

POWER	EMPOWERMENT
External source	Internal source
Ultimately, few people have it	Ultimately, everyone can have it
The capacity to have others do what you want	The capacity to have others do what they want
To get more implies taking it away from someone else	To get more does not affect how much others have
Leads to competition	Leads to cooperation

Image Source: (Whetten & Cameron, 2011)



Dimensions of Empowerment

Self-Efficacy

- A Sense of Personal competence

Self Determination

- A Sense of Personal Choice

Personal Consequences

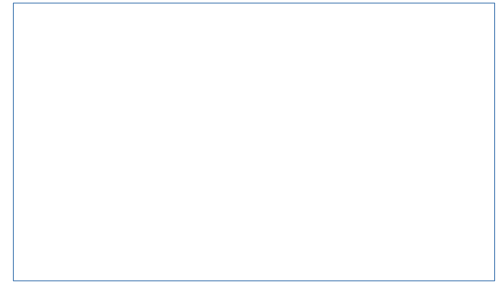
- A Sense of having Impact

Meaning

- A Sense of Value in activity

Trust

- A Sense of security



Developing Empowerment



❖ Articulate a clear vision

- Create a picture of a desired future
- Use word pictures and emotional pictures to describe vision
- Identify actions that will lead to a vision
- Establish **SMART**(Specific **M**easurable **A**ligned **R**ealistic **T**ime-bound) Goals
- Associate the vision with personal values

❖ Provide opportunities to foster personal mastery

- Break big tasks in small and assign one at a time.
- Assign simple task before difficult ones
- Highlight and celebrate small achievements
- Gradually expand job responsibilities to solve problems

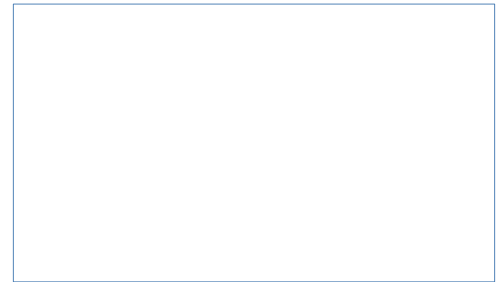


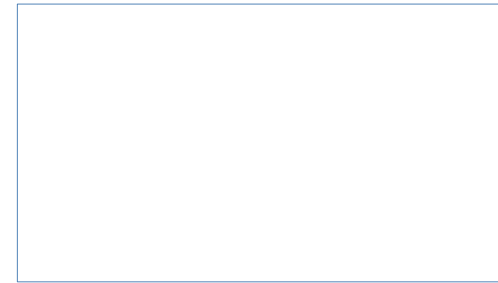
Image Source: <https://www.linehilton.com/setting-goals/>

Developing Empowerment (Cont.)

- ❖ **Model the Correct (Successful) Behaviour**
 - Demonstrate successful task accomplishment
 - Point out other people who have succeeded
 - Facilitate interaction with other role models
 - Find a coach and establish mentor relationship
 - Associate the vision with personal values
- ❖ **Provide Support**
 - Praise, encourage, express approval for and reassure
 - Send note of praise to family member & coworkers
 - Foster informal social activities to build cohesion
 - Supervise **less closely** and provide time slack
 - Organize recognition ceremony



Image Source: <https://depositphotos.com/vector-images/employee-appreciation.html?view=233785628>



Developing Empowerment (Cont.)

❖ Arouse Positive emotions

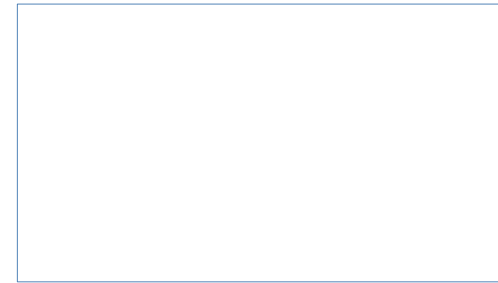
- Foster activities to encourage friendship formation
- Periodically send light-hearted messages
- Use superlatives adjectives in giving feedbacks
- Highlight link in personal & organisational goals
- Foster attributes of recreation in work

❖ Provide Information

- Provide all task relevant information
 - Technical information
 - Cross-Functional information
 - Information from its source



Image Source: <https://www.dreamstime.com/stock-illustration-positive-emotions-scheme-light-orange-background-image41681851>



Developing Empowerment (Cont.)

❖ Provide Resources

- Provide needed time, space or equipment
- Provide training and development experiences
- Provide technical support
- Provide access to communication channels



❖ Connect to Outcomes

- Provide a chance to interact directly with those receiving the services
- Provide authority to resolve problem on the spot
- Provide immediate, unfiltered, direct feedback
- Create task identity
- Clarify and measure effects

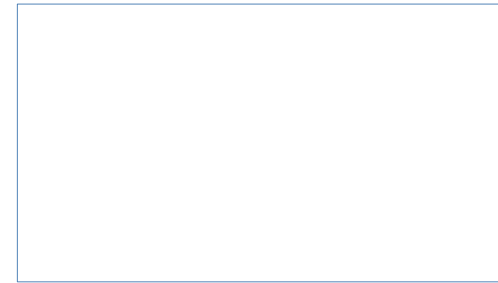


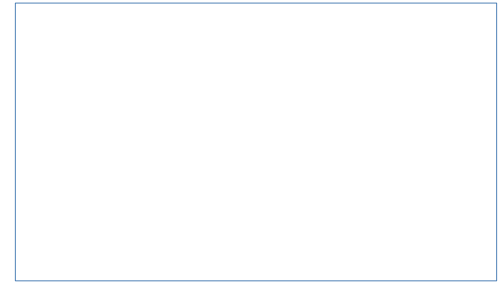
Image Source: <https://relevantlin1.wordpress.com/2013/03/06/business-model-generation-resources-that-make-your-business-work/>

Developing Empowerment (Cont.)

- ❖ **Create Confidence among followers by exhibiting:**
 - Reliability & Consistency
 - Fairness & Equality
 - Caring & Personal concern
 - Openness & Honesty
 - Competence & Expertise



Image Source: <https://www.dreamstime.com/royalty-free-stock-photos-confidence-level-meter-image25735598>



Relation in Empowerment and Empowered Delegation

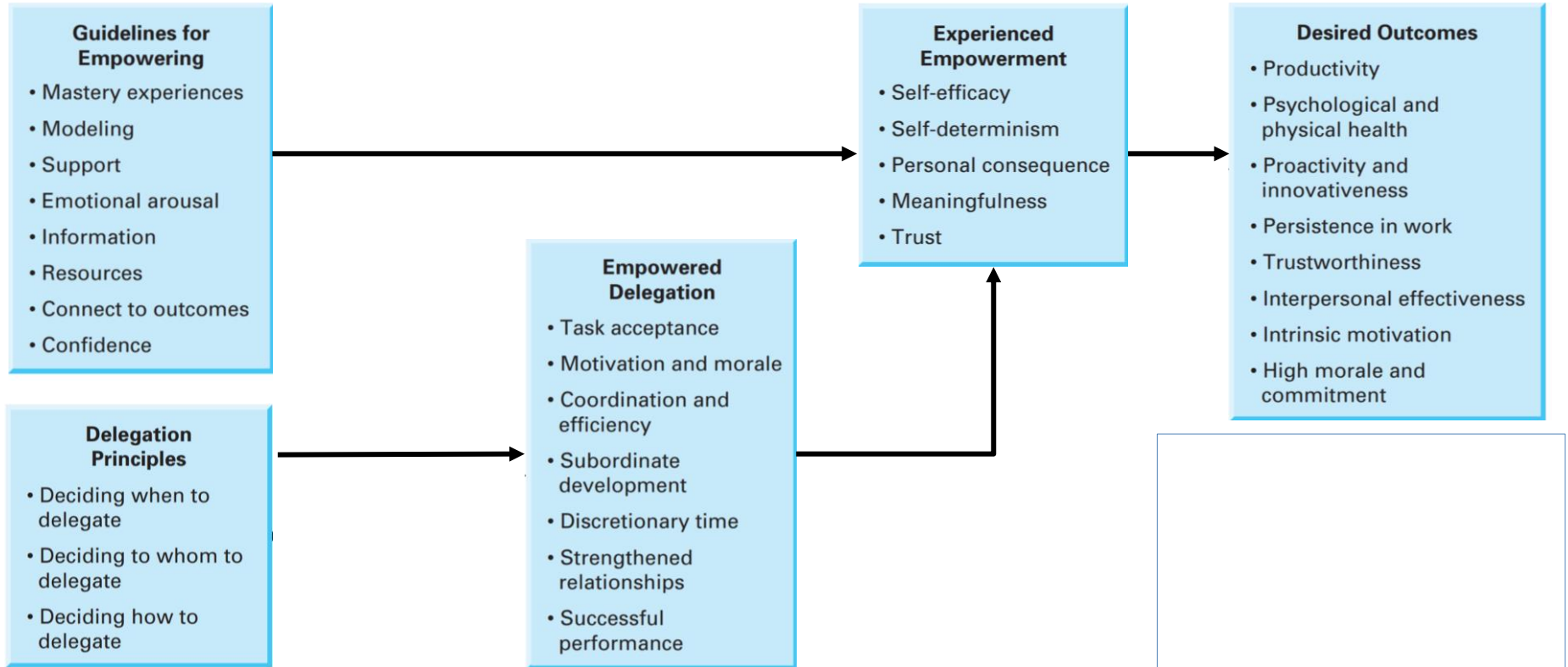


Image Modified from: (Whetten & Cameron, 2011)

Research Paper



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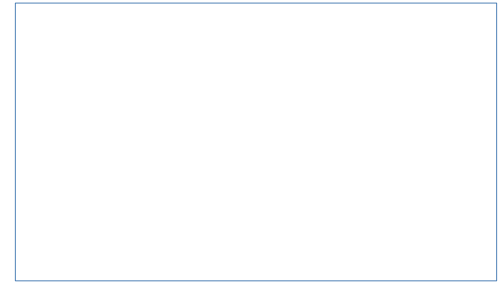
Delegation outcomes: perceptions of leaders and follower's satisfaction

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Purpose

The purpose of this paper is to examine the relationships among delegation, employees' perceptions of leader's performance and likeability and follower's job satisfaction. These variables are significantly associated with leader influence.



Research Paper

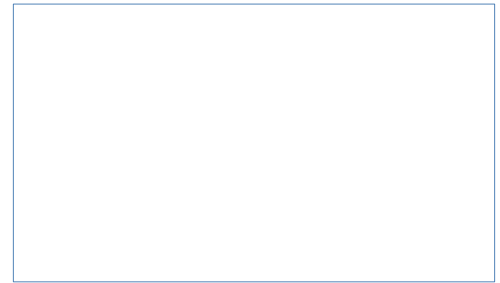
Design/methodology/approach

The purpose of this paper is to examine the relationships among delegation, employees' perceptions of leader's performance and likeability and follower's job satisfaction. These variables are significantly associated with leader influence.

Findings

The results of study 1 showed that leader delegation leads to higher levels of perceived leader ability and performance.

Study 2 replicated and extended these results. Mediation analyses revealed that leader likeability mediates the relationship between delegation and employee's job satisfaction.



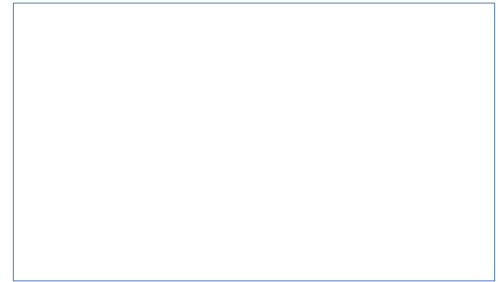
Research Paper

Originality/value

This study investigated employees' perceptions of leaders with regard to performance related and affective responses to delegation. The results are combined with findings on employee job satisfaction. The study fills an important gap in leadership research. Experimental data combined with field survey data show that the delegation of responsibilities is associated with positive impressions of leaders.

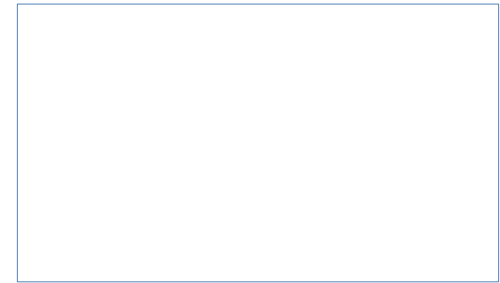
Practical implications

The study emphasizes the meaning of delegation for leaders and organizations. By transferring responsibilities and decision-making responsibilities, leaders can improve their image among their employees and enhance job satisfaction.



Case Study : Minding the store

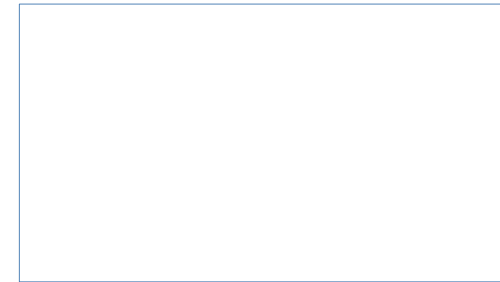
- Ruth Cummings was appointed as branch manager for the Saks Fifth Avenue store in a suburb of Denver. Her boss, Ken Hoffman, gave her this assignment on her first day: *“Ruth, I’m putting you in charge of this store. Your job will be to run it so that it becomes one of the best stores in the system. I have a lot of confidence in you, so don’t let me down.”*
- Ruth hire an administrative assistant to handle inventories. Because this was such an important part of the job, she agreed to pay her assistant slightly more than the top retail clerks were making.
- She felt that having an administrative assistant would free her to handle marketing, sales, and personnel matters—areas she felt were crucial if the store was to be a success.



Case Source: (Whetten & Cameron, 2011)

Case Study : Minding the store (Cont.)

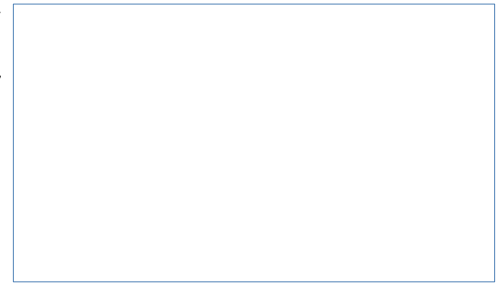
- Within the week, however, she received a call from Hoffman: *“Say, Ruth, I heard that you hired an administrative assistant to handle inventories. Don’t you think that is a bit risky? Besides, I think paying an assistant more than your top sales clerk is damaging to morale in the store. I wish you had cleared this with me before you made the move. It sets a bad precedent for the other stores, and it makes me look like I don’t know what is going on in the branches.”*
- Three weeks later, Ruth appeared on a local noontime talk show to discuss new trends in fashion. She had worked hard to make contact with the hosts of the show, and she felt that public exposure like this would increase the visibility of her store.



Case Source: (Whetten & Cameron, 2011)

Case Study : Minding the store (Cont.)

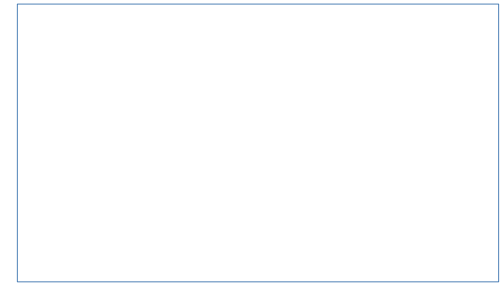
- Although the TV spot lasted only 10 minutes, she was pleased with her performance and with the chance to get public exposure.
- Later that night at home, she received another phone call from Hoffman: *“Don’t you know the policy of Saks? Any TV appearances made on behalf of the store are to be cleared through the main office. Normally, we like to have representatives from the main store appear on these kinds of shows because they can do a better job of plugging our merchandise.”*
- He added that *“It’s too bad that you didn’t notify someone of your intentions. This could be very embarrassing for me.”*



Case Source: (Whetten & Cameron, 2011)

Case Study : Minding the store (Cont.)

- Just before Easter, Ruth was approached in the store by one of the sales clerks. A customer had asked to charge approximately \$3,000 worth of China as a gift for his wife. He had been a customer of the store for several years and Ruth had seen him on several occasions, but store rules indicated that no charge could be made for more than \$1,000 for any reason. She told the customer that she was not authorized to okay a charge of that amount, but that if he would visit the main store in Denver, maybe arrangements could be made.
- Later in the day, an irate Hoffman called again: “What in the world are you thinking about, Ruth? Today we had a customer come into the main store and say that you wouldn’t make a sale to him because the charge was too much.”



Case Source: (Whetten & Cameron, 2011)

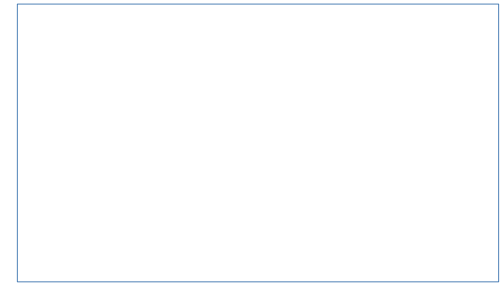
Case Study : Minding the store (Cont.)

- “Do you know how long he has been a customer of ours? Do you know how much he spends in the store every year? I certainly hope we have not lost him as a customer because of your blunder. This makes me very upset. You’ve just got to learn to use your head.”
- Ruth thought about the conversation for several days and finally decided that she needed to see Ken Hoffman. She called his secretary to schedule an appointment for the following day.

Questions

Q1) What guidelines related to empowerment were violated by Ken Hoffman? By Ruth Cummings?

Q2) What guidelines related to delegation were violated by Ken Hoffman? By Ruth Cummings?



Case Source: (Whetten & Cameron, 2011)

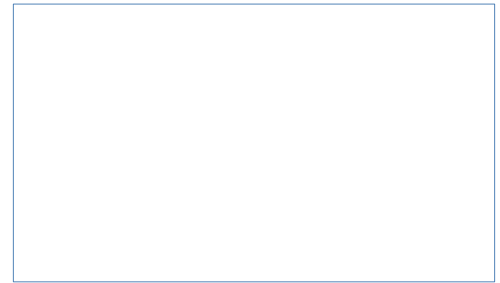
Case Study : Minding the store (Cont.)

Questions

Q3) What should Ruth Cummings and Ken Hoffman discuss in their meeting? Identify specific agenda items that should be raised.

Q4) What are the questions that Ruth should ask Ken to help her acquire the necessary elements of empowerment? What questions should Ken ask Ruth to be better able to ensure her success?

Q5) If you were an outside consultant attending the meeting, what advice would you give Ken? What advice would you give Ruth



Case Source: (Whetten & Cameron, 2011)

Book Recommendation

Empowerment Takes More Than a Minute

Authors: Ken Blanchard
John P Carlos
Alan Randolph

Publisher: McGraw-Hill Education; Second Edition
(December 2001)

Language: English

Paperback: 168 Pages

ISBN-10: 1576751538

ISBN-13: 978-1576751534

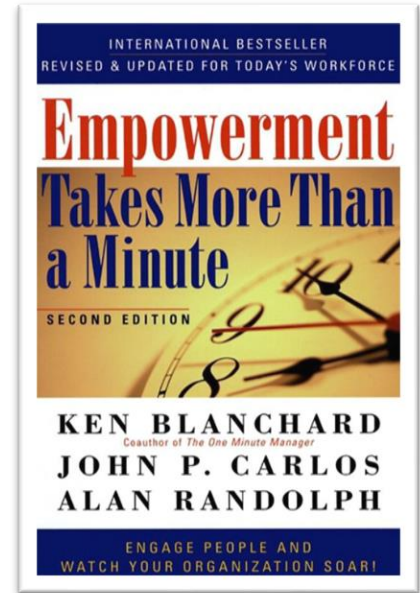


Image Source: <https://www.amazon.in/Empowerment-Takes-More-Than-Minute/dp/1576751538>

Book Recommendation

- Book tells the story of a young manager whose attempts to turn his troubled company around through traditional top-down, command-and-control management are failing.
- Reluctantly, he contacts an expert in empowerment.
- Step by step, the expert helps him understand why his past and present efforts have fallen short and exactly what he needs to do to create an empowered workforce.
- The process as it unfolds is complex, paradoxical and counter intuitive - but well worth the effort.
- Organizations can achieve great results by recognizing and taking advantage of the skills, experience, and knowledge already existing in the organization

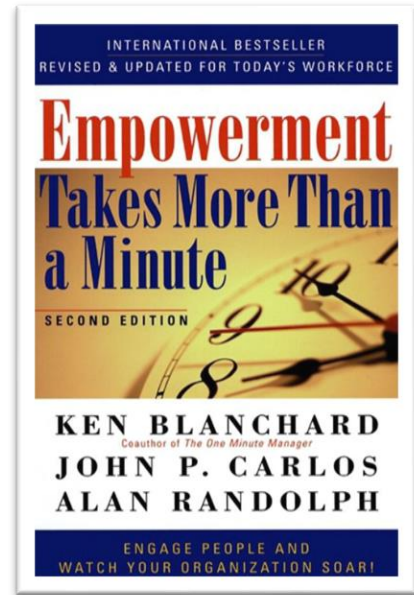
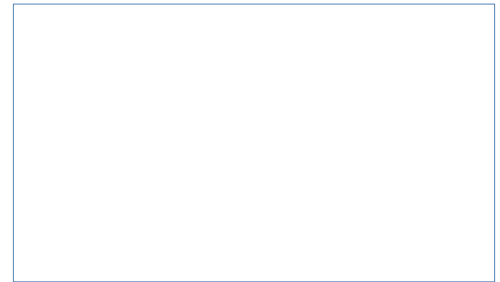


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Thank You

