

Reason for not Delegating

Failure to delegate often results from the manager's fear.

- The manager may fear that the subordinate is not capable of doing a sufficiently good job. Also, the manager may fear being blamed for the subordinate's mistakes.

- Conversely, the manager may fear that the subordinate will do too good a job and show the manager in a bad light.

The manager should, of course, remember that the task of management is to get work done through the efforts of other people. If the subordinate does a particularly good job this should reflect favourably on the manager.

Benefits of Delegation

it saves time

Delegation provides a means of training and development, and of testing the subordinate's suitability for promotion

Another reason for delegation is the geographical separation of departments or sections of the organisation.

Delegation

Delegation is not just the arbitrary shedding of work. It is not just the issuing and following of orders or carrying out of specified tasks in accordance with detailed instructions. Within the formal structure of the organisation, delegation creates a special manager-subordinate relationship. It is founded on the concept of:

- authority;
- responsibility; and
- accountability (ultimate responsibility).

The Nature of Power

Power influences who gets what, when, and how.

Robbins suggests that as power may exist but not be used it implies a potential that need not be actualised to be effective. Power is therefore a capacity or a potential. The most important aspect of power is probably dependency.

'A person can have power over you only if he or she controls something you desire.'

Power is an inherent feature of work organisations and is often the underlying reality behind the decision-making process.

Power when used, generate 'influence'.

Delegation

The concept of delegation may appear to be straightforward. However, anyone with experience of a work situation is likely to be aware of the importance of delegation and the consequences of badly managed delegation. Successful delegation is a social skill.

At the individual (or personal) level delegation is the process of entrusting

authority and responsibility to others throughout the various levels of the organisation.

Sources of Power

The two main sources of power are;
Personal and
Position power.

Acquiring Power

- Being irreplaceable - having exclusive training, knowledge or expertise that cannot readily be acquired by others, or through the use of lack of adequate documentation or specialised language and symbols.
- 7. • Affecting decision processes - the ability to affect some part of the decision process for example by the basic values and objectives used in making the decision, or by controlling alternative choices.
- By consensus - the extent to which individuals share a common perspective, set of values or definition of the situation, or consensus concerning knowledge and technology.

Personal Power

Personal power stems from personal attributes of the individual.

It is also called informal power

⁷This type of power derives from the individual and is in the eye of the beholders who believe that person has the ability to influence other people or events and to make things happen.

People can gain personal power through charisma.

Acquiring Power

Pfeffer has identified a number of critical ways in which individuals or groups may acquire power in organisations when viewed as social entities:

- Providing resources – for example money, prestige, legitimacy, rewards and sanctions, and expertise that create a dependency on the part of other people;
- Coping with uncertainty – the ability to permit the rationalisation of organisational activity, for example through standard operating procedures, or to reduce uncertainty or unpredictability.

Position Power

Individuals enjoy position power by virtue of their position or job roles within the organisational hierarchy.

Examples of position power include:

- reward power
- coercive power
- legitimate power
- referent power

It is also called legitimate or organisational power.

Personal Power

Three well-known sources of personal power are:

Expert power

Rational persuasion

Referent power