

Information Pack

Unit 319

Understanding, Organising and Delegating in the Workplace

SAMPLE

INTRODUCTION

The aim of this unit is to develop knowledge and understanding of organising and delegating in the workplace as required by a practising or potential first line manager.

Delegation allows you to share some of your work and responsibilities with your team members, and it is an important skill for managing, organising, and developing your team. Goals, targets and objectives help us focus on the purpose of our endeavours, i.e., the outcomes, results or achievements. They are an essential management tool and are key to ensuring progress and personal fulfilment. This unit looks at the importance of planning the team's work to achieve objectives. You will explore concepts of delegation and empowerment and ways to monitor the outcomes.

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GUIDANCE

This document is prepared to break the unit material down into bite size chunks. You will see sub-headings that will coincide with the learning outcomes, specific to this unit. Therein you will encounter the following structures;

Purpose

Explains *why* you need to study the current section of material. Quite often learners are put off by material which does not initially seem to be relevant to a topic or profession. Once you understand the importance of new learning or theory you will embrace the concepts more readily.

Theory

Conveys new material to you in a straightforward fashion. To support the treatments in this section you are strongly advised to follow the given hyperlinks, which may be useful documents or applications on the web.

Example

The examples/worked examples are presented in a knowledge-building order. Make sure you follow them all through. If you are feeling confident then you might like to treat an example as a question, in which case cover it up and have a go yourself. Many of the examples given resemble assignment questions which will come your way, so follow them through diligently.

Question

Questions should not be avoided if you are determined to learn. Please do take the time to tackle each of the given questions, in the order in which they are presented. The order is important, as further knowledge and confidence is built upon previous knowledge and confidence. As an Online Learner it is important that the answers to questions are immediately available to you. Contact your Unit Tutor if you need help.

Challenge

You can really cement your new knowledge by undertaking the challenges. A challenge could be to download software and perform an exercise. An alternative challenge might involve a practical activity or other form of research.

Video

Videos on the web can be very useful supplements to your distance learning efforts. Wherever an online video(s) will help you then it will be hyperlinked at the appropriate point.

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Delegation vs. Empowerment in Practice

Example

Here is a description of the difference between these two techniques:

1. When an employee is delegated to complete a task, normally the manager will state what he/she wants to be done, how she/he wants it to be completed, they will also set time deadlines and will check up on employee's progress as well as provide feedback.
2. On the other hand, if empowered to do so, the employee will be provided with a wider range of information regarding the company and the individual employee will be left to their own devices – making their own decisions along the way and taking ownership of the work.

Therefore, power and authority are only granted through empowerment. However, for it to be successful, employees need to be provided with all possible information. Information including finance, personnel, resources, authority and to be held accountable for their work (*whether good or bad*). These components are crucial in order to give them true freedom to fail on their own efforts.

- Having said this, resistance is normally greater with empowerment from a managerial position as it entails more than assigning a task; meaning that certain authority has to be given up.
- Some managers will prefer to delegate as they feel like empowering their team is essentially losing their power and significance to their role.
- All in all, complete control and accountability are retained by the manager/leader in both approaches. Also, empowerment is used more so as a motivational strategy in a business environment as it extremely increases team morale.

The Benefits of Empowerment

Empowerment is more beneficial and productive in the long run, even though it may seem time-consuming to begin with.

- An empowered team is more likely to work efficiently and employees will be willing to go the extra mile as tasks and projects become more personal to them.
- Empowerment acts as a confidence booster and this is what delegation can lack at times. Employees, if delegated to do something, are 100% dependant on their direct manager for each and every action they carry out. Empowering your employees allows them to take tasks, make them their own, by using their particular style without their direct manager being accountable for everything they do.
- Empowerment means enabling front line employees to make decisions that were once reserved for managers.
 - A clear example of this would be a day-to-day obstacle for the customer services department of a company. When a customer has a problem or needs something to be

resolved and the employee seeing to the customer has not been granted the authority to solve such problem – unnecessary time is wasted. This results in the customer having to wait for the store supervisor or manager to become available for the problem to be resolved.

- So, allowing employees to answer and find solutions to problems independently reflects well on the bottom line and additionally makes employees feel more important.
- For this to happen, you need confident managers and employees that can operate in an environment of trust.

Decision Making

Decision making is a key distinction between delegation and empowerment. Delegation is a division of labour, where managers assign specific duties and responsibilities to an individual. Even so, it also shows employees that they are valued and trusted if important jobs are assigned to them. When it is not carried out correctly it can result in problems such as de-motivation and reduction in employee retention.

Here are some important factors to consider:

- As a manager, do not allow a significant gap between employee and yourself to grow, as this gives off negative vibes. It could lead them to think they are solely responsible for what they have specifically been delegated to do.
- Additionally, if an employee feels like they are only being assigned unwanted work dropped off by their manager, they are bound to lose motivation and productivity and quality will drop. Try to link decision-making and delegating in a way so they have some input and involvement in this process. This will essentially give them a sense of value to the organisation.

Monitor Outcomes of Delegation

Once the delegated work is underway, it is important to review progress regularly. This is both to ensure the quality and timeliness of the work, and to provide the employee with support as they complete it. The reviewing process should be seen as a collaborative one, which provides you both with the opportunity to catch up and discuss the work constructively. Taking the following steps will help to ensure the review process is successful and mutually beneficial:

- Review against established objectives-The objectives that you established with the employee before they began the work should be used as the framework for reviewing progress. This will provide a clear focus to the review process and will help both you and the employee to assess progress objectively.
- Review little and often leaving your review to just before the deadline will give you little time to act if the delegated work has not gone according to plan, or if certain objectives have not been met. It is therefore a good idea to review progress at regular intervals throughout the delegation process. Reviewing progress doesn't necessarily mean holding several long and detailed meetings with the employee; it can be as straightforward as sending a quick email asking them how they are getting on in relation to the established objectives.
- Keep your door open-Reviewing is a two-way process, and there may be times where the employee will want to request a progress review with you. It is important to make it clear that