

Information Pack
Unit 404
Delegating Authority
in the Workplace



INTRODUCTION

The aim of this unit is to enable managers to delegate work effectively and empower others.

Delegation allows you to share some of your work and responsibilities with your team members, and it is an essential skill for managing, organising, and developing your team. This unit looks at the importance of making effective and efficient use of people's knowledge and skills to achieve organisational goals. You will explore concepts of delegation and empowerment and ways to monitor the outcomes.

SAMPLE

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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Defining Delegation

Effective delegation enables you to get work done through other people and is central to effective management.

In recent years we have seen changes in the way work is organised.

Delegating to your team means that you build up a pool of experience and skill which you can use in a flexible way. It also enables you to cope with pressure at work, when your organisation asks you to achieve more in your work.

Delegating work to your team members can help to motivate, develop and engage them. However, you may occasionally encounter some challenges along the way. In this information pack, we will look at the importance of planning the team's work drawing from the strengths on the team. We must consider the most commonplace problems that can occur during the delegation process and provide some suggestions on how to address them.

Challenge

Preparing to Delegate Template

Use the space below to record all the relevant information relating to the work you are preparing to delegate:

The task I am delegating is ...

The team member I am delegating this task to is ...

I am delegating the work to this individual because ...

- this is a good development opportunity for him/her
- this piece of work needs a safe pair of hands
- they will bring a fresh perspective to the work
- other (please provide details in the space below)

The deadline for this piece of work is ...
The goals and objectives of the delegated work are ...
If the work is completed successfully the consequence is likely to be ... If the work is not completed successfully the consequence is likely to be ...
The roles and responsibilities of the team member to whom I'm delegating are ...
The resources and equipment the team member will need to complete this task are ...
Within their delegated role the team member will have the authority to ... However, they will not have the authority to ...