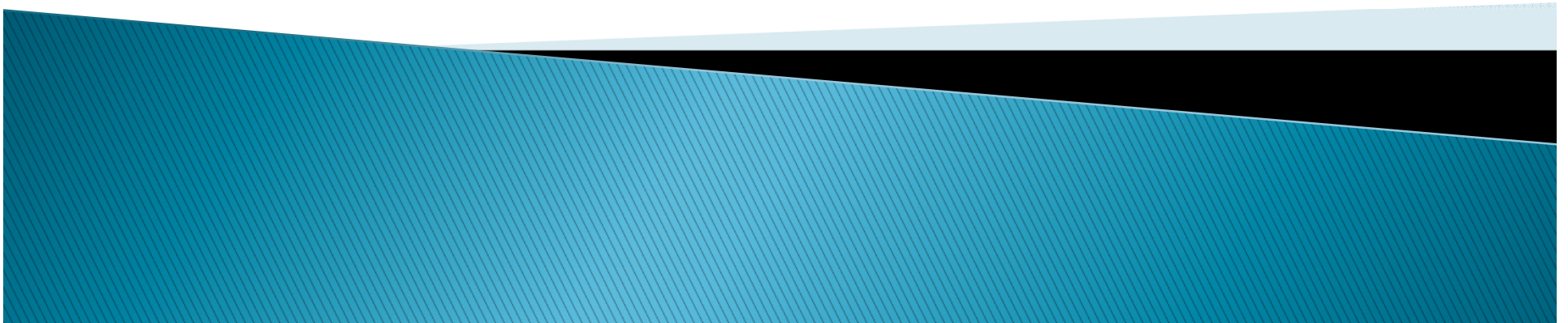


# Delegation of Authority

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# DELEGATION

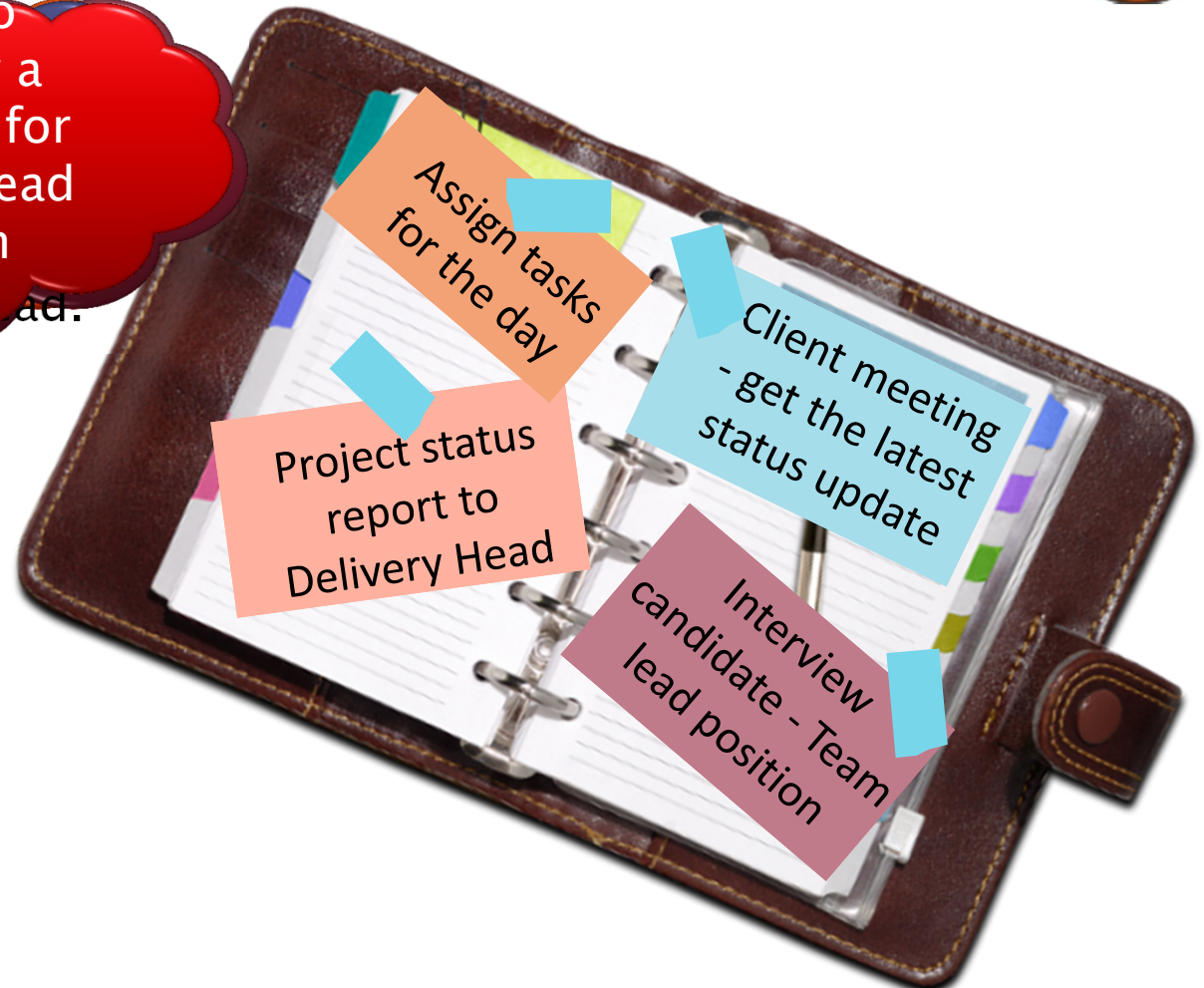
THE ART OF GETTING THINGS DONE  
THROUGH OTHERS

DELEGATIONS  
*of authority*



# Introduction

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Look at the thoughts of a Project Manager, Samuel Davidson.



# Introduction

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- ▶ This is just one of the days out of the hectic life of any manager.
- ▶ Just like Samuel, no manager can deal with all the tasks that he has to finish, if he tries to do it
- ▶ This is where the art of delegation plays an important role.

# Introduction

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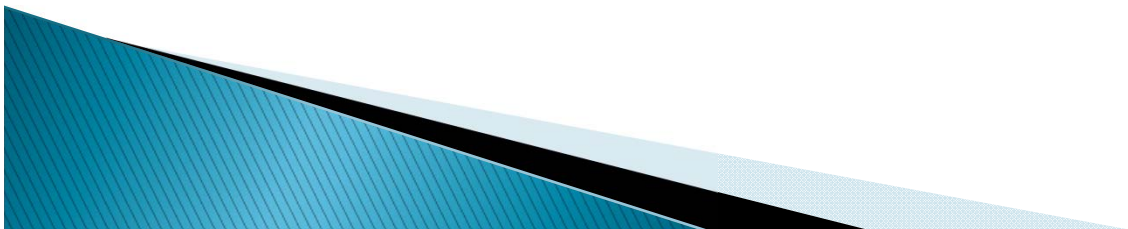


▶ If Samuel decides to delegate a few of his tasks to his sub-ordinates, he can get all his day's tasks done and accomplish much more than if he tries to do it all single handedly.

▶ Delegating is a skill and it is important to know the nuances of delegating a task. So, let us learn about delegation skills in detail.

# Delegation of Authority

- ▶ Delegation of Authority means division of authority and powers downwards to the subordinate
- ▶ Transferring of responsibility to accomplish a certain task; and as it's given, it can also be withdrawn any time
- ▶ Technique of management used to get things done through others
- ▶ only authority is delegated, not responsibility
- ▶ important process in the art of management



# Elements of Delegation

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**Authority**  
**Responsibility**  
**Accountability**

Let's look at each in detail.

# Elements of Delegation

## Authority

- ▶ the power and right of a person to use and allocate the resources efficiently, to take decisions and to give orders so as to achieve the organizational objectives.
- ▶ always flows from top to bottom
- ▶ should be accompanied with an equal amount of responsibility
- ▶ Accountability still rest with the person having the utmost authority

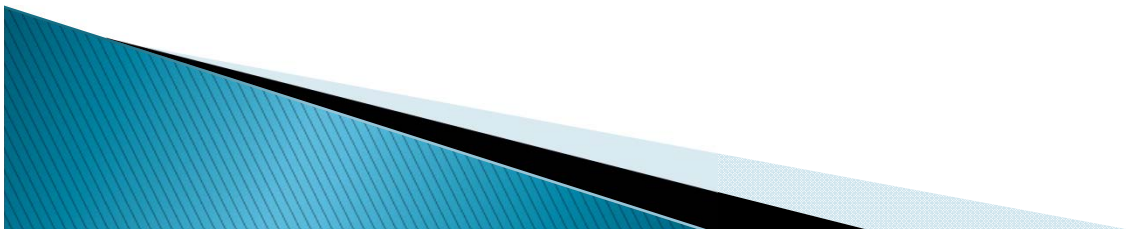




# Elements of Delegation

## Responsibility

- ▶ duty of the person to complete the task assigned to him.
- ▶ Responsibility without adequate authority leads to discontent and dissatisfaction among the person.
- ▶ Responsibility flows from bottom to top.



# Elements of Delegation

## Accountability

- ▶ giving explanations for any variance in the actual performance from the expectations set.
- ▶ Accountability, in short, means being answerable for the end result.
- ▶ Accountability can not be delegated.
- ▶ Accountability can't be escaped. It arises from responsibility.



# 3 important aspects

## 1. Assignment of Duties

- define the task and duties to the subordinate
- define the result expected from the subordinates

## 2. Granting of authority

- every subordinate should be given enough independence to carry the task given to him by his superiors.
- The subdivision of powers is very important to get effective results



# 3 important aspects

## 3. Creating Responsibility and Accountability

- ▶ The delegation process does not end once powers are granted to the subordinates.
- ▶ Responsibility is said to be the factor or obligation of an individual *to carry out his duties in best of his ability* as per the directions of superior
- ▶ responsibility is *absolute* and cannot be shifted.





## Accountability

- ▶ is the obligation of the individual to carry out his duties as per *the standards of performance*.
- ▶ it is said that authority is delegated, responsibility is created and accountability is imposed
- ▶ with every *authority* position an equal and opposite *responsibility* should be attached.



# Importance of Delegation

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Delegation is one of the most important management skills.

Delegating is nothing but 'Internal Outsourcing'.

Poor delegation demotivates others, frustrates you and fails to achieve the goal.

Delegation is done mainly for "time management" and you can concentrate on other important assignments which requires your attention.


Good delegation saves you time, develops your team, grooms a successor, and motivates them.

# Importance of Delegation

1. able to **divide the work** and allocate it to the subordinates. – reducing his work load so that he can work on important areas such as – *planning, business analysis etc.*
2. he can **concentrate** on important and critical issues of concern; bring **effectiveness** in his work as well in the work unit; prove his **ability and skills** in the best manner.
3. the ground on which the **superior–subordinate relationship**, stands, become meaningful.



# Importance of Delegation

4. subordinates to *flourish their abilities and skill*; to get *a feeling of importance*; get *motivated* to work and get **Job satisfaction** (an important criterion to bring stability and soundness in the relationship between superior and subordinates)
  5. Delegation of authority is not only helpful to the subordinates but it also helps the managers to develop *their talents and skills. (communication skills, supervision and guidance, effective motivation and the leadership traits are flourished)*.
- 



# Importance of Delegation

6. With effective results, a concern can think of *creating more departments and divisions* flow working. This will require creation of more managers which can be fulfilled by shifting the experienced, skilled managers to these positions. This helps in *both virtual as well as horizontal growth which is very important for a concern's stability.*



# Why Delegate?

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- To use skills and resources already within the group.
- To keep from burning out a few leaders.
- To develop new leaders and build new skills.
- To get things done.
- To become more powerful as a group.
- To allow everyone to feel a part of the effort and the success.
- To effectively manage time.
- To increase productivity.
- To allow growth of the deputy.
- To prevent the group from getting too dependent on one or two leaders.

# Benefits of Delegating

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For Your Team

- Increases associate responsibility, ownership, and enjoyment
- Builds team environment
- Associates gain knowledge and skills
- Ensures tasks are done timely
- Allows for days off and flexibility in scheduling
- Reduced turnover because motivated and engaged employees don't terminate
- Increased consistency as people know why we do things
- Teamwork – gets all involved - no more you telling them, but them doing and motivating each other
- Trains individuals for the next level
- Allows to meet all deadlines as lots of us are doing
- Lets things run the same way when manager is on leave as when manager is present

# Principles of Delegation

## ▶ Principle of result expected–

- clearly define the goals as well as results expected from them.
- the standards of performance should also be notified clearly

## ▶ Principle of Parity of Authority and Responsibility–

- keep a balance between authority and responsibility.
- not provide excessive authority to the subordinate which at times can be misused by him





# Principles of Delegation

## ▶ Principle of absolute responsibility–

- authority can be delegated but responsibility cannot be delegated which means responsibility is fixed.
- The manager at every level, no matter what is his authority, is always responsible to his superior for carrying out his task by delegating the powers.
- always remain responsible till the completion of task.




## ▶ Principle of Authority level–

- should exercise his authority within the jurisdiction/framework given.
- The manager should be forced to consult their superiors with those matters of which the authority is not given that means before a manager takes any important decision, he should make sure that he has the authority to do that
- This principle emphasizes on the degree of authority and the level up to which it has to be maintained.



# Decentralization

- ▶ Decentralization is a *systematic delegation of authority* at all *levels of management* and in all of the organization.
  - ▶ In a decentralization concern, *authority is retained* by the top management *for taking major decisions* and *framing policies* concerning the whole concern.
  - ▶ Rest of the authority may be delegated to the middle level and lower level of management.
- 

# Decentralization

- ▶ decentralization is all extension of delegation.
- ▶ decentralization is complete only *when fullest possible delegation has taken place.* eg. leave
- ▶ subordinate's *responsibility increase* in this case





# Delegation and Decentralization

Basis	Delegation	Decentralization
Meaning	Managers <u>delegate some of their function and authority</u> to their subordinates.	Right to take <u>decisions is shared</u> by top management and other level of management.
Scope	Scope of delegation is <b>limited</b> as superior delegates the powers to the subordinates on individual bases.	Scope is <b>wide</b> as the decision making is shared by the subordinates also.
Responsibility	Responsibility <b>remains</b> of the managers and cannot be delegated	Responsibility is <b>also delegated</b> to subordinates.
Freedom of Work	Freedom is <b>not given</b> to the subordinates as they have to work as per the instructions of their superiors.	Freedom to work can be maintained by subordinates as they are <b>free to take decision</b> and to implement it.

# Delegation and Decentralization

Basis	Delegation	Decentralization
Grant of Authority	The authority is granted by <b>one individual to another.</b>	It is a systematic act which <b>takes place at all levels</b> and at all functions in a concern.
Grant of Responsibility	Responsibility <b>cannot be delegated</b>	Authority with responsibility is <b>delegated to subordinates.</b>
Process	Delegation is a process which explains <b>superior subordinates relationship</b>	It is an outcome which explains relationship <b>between top management and all other departments.</b>
Significance	Delegation is essential for creating the organization	Decentralization is an optional policy at the discretion of top management.

# Delegation and Decentralization

Basis	Delegation	Decentralization
Withdrawal	Delegated authority can be taken back.	It is considered as a general policy of top management and is applicable to all departments.
Freedom of Action	Very little freedom to the subordinates	Considerable freedom
	extension of delegation	

When delegation of authority is done to the fullest possible extent, it gives use to decentralization.

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