DELEGATION OF AUTHORITY

Delegation is a must for the effective and efficient management of any organization. If the group leader does all the work, s/he does not need subordinates. If s/he cannot do all the work, then the work will not be finished without delegation.

Effective delegation will tie members of the organization together by allowing each member direct access to the group leader. Remember that delegation is not just letting someone do the “dirty work”. It involves allowing members to assume the responsibility and authority to make decisions so that they may accomplish the task or objective.

There are many obstacles that must be hurdled if delegation is to take place. Even though leaders must delegate if they are to be effective, there are reasons why they do not. There are also reasons why group members will not accept delegation. Here are a few of them.

Leaders will not delegate because:

1. They believe that “they can do it better”. They must do it if it is to be done right.
2. They lack the confidence in a group member’s ability and are therefore afraid to delegate.
3. They are particularly interested in the task and do not want to share the satisfaction gained from task accomplishment.
4. They are insecure about their own abilities.
5. They do not have any controls to warn them about impending difficulties.

Group members refuse to accept delegation because:

1. It is easier to ask their supervisor what to do rather than to make a decision.
2. They lack confidence and fear criticism.
3. They lack incentives for motivation.

Delegation is based on trust, teamwork, and the creation of an open-system for communication. Group leaders must work very hard to create a safe environment for their members. Members must feel a sense of acceptance and involvement. They must feel safe enough to speak without fear of ridicule, safe enough to ask questions without fear of being “put down” and safe enough to ask for help without rejection.