

“Transformational Delegation is the Effective tool for Organization Excellence”

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We might be observed during our train travelling, train will change one track to another track without any hurdles and obstacles to passengers. We should impart such systematic and scientific methods in Organization, without any hurdles Organization should yield Profits. Delegation of Direction is more important than Speed. Over delegation is so busy looking at our speedometers that we forget the Mile Stone of Organization premium. In major current corporate scenarios referring to exit / attrition analysis it has been observed predominately employees leaving the organization because of improper work delegation from immediate superiors. All the Industries makes profit with the sources of Men, Materials and Machines. Losing the employees were certainly damage to organization. Organization needs People and people will need Organization. It is mutual need. Here both are important and both are depended on one other. While delegation never treat your employee as slave, instead treat him / her as Business Partner. Delegation should not disturb **Changing everything — even things that work**

Organizations should remember Delegation is not merely distributing / dumping the own work to subordinates. It is a path to and a significant success factor for professional practice. Delegation is a link that joins organizational concepts with the management process.

A survey has been conducted in Bengaluru, emphasizing **“Transformational Delegation is the tool for Organization Excellence & Employee retention and what are the Delegation errors and outcomes.”** Two Hundred employees from various designations and various industries feedbacks have been considered. Top layer points to improvement of Delegation have been elaborated.

The outcome of the survey is knowing the essentials about the purpose and concepts of delegation what participants would like to have. It is also necessary to know about the barriers of delegation and the effective measures to overcome those barriers.

I. Improvements Required in Delegation

1. Dual Reporting or Multiple reports of employees should minimize:-

In scientific method and thumb rule principles they have considered, “Too many cooks spoil the broth”. Same principle will be applicable for the Organization. If you have multiple instructors as superiors in hierarchy both the bosses will give separate directions to employees. In this situation employee will be under confusion, whose direction to follow first.

Over come :-

If organization have multiple reporting bosses, these bosses should collaboratively work and provide constructive decision to employee. Not to make employee to obey to satisfy individual requirement / ego under the delegation.

2. Delegation Hierarchy Structure More Bosses than Employees:-

In Hierarchy, superior levels should be minimal and subordinates should be more, but not Superiors more and subordinates very less. A common issue among workers is feeling as though they have too many people to whom they report. This can lead to frustration, especially when managers at different levels deliver different messages.

Vertical structures typically mean greater costs. This is why a common money-saving move by businesses is to lay off more layers. Additionally, managers typically earn higher salaries than frontline employees in a department, so having multiple management levels means you pay more in manager salaries than you should relative to regular employee salaries.

Companies with many management layers can suffer from a poor organizational culture. This often stems from a major disconnect between top managers and employees at the lowest levels of the business. Having too many managers also makes it difficult for each manager to consistently reinforce company philosophies and values with staff. In addition, employees may feel helpless to offer any ideas or feedback of their own.

Overcome :-

Organization should consider COST, CULTURAL Impact and Decision making impact into consideration. Build and nurture the culture of In-house Career Progression and adhere Successive planning. Kindly make other person from in-house only rather than hiring from outside. Due to lack of talent if, Management would like to hire any replacement from outside please stick for the same position or below position, not to hire higher position of replacement. Or for smooth transactions with the same cost Organization can hire multiple talented people instead of One.

3. Delegation should not be Person Oriented, it should be Process Oriented

This brings us to the next **important** role of procedures; to ensure **processes** fundamental to the **organization's** success are properly guided by management, are performed in a consistent way that meets the **organizations** needs, and that **important** related information and data are captured and communicated.

While improving Delegation and business, it is essential that Delegation should be Process Oriented not Person Oriented. Delegation should be like that if any superior / subordinate is absent also work or organization growth / profit should not effect. Delegation of Process will lead the Profitability without any hurdles. Effective Delegation on Process Orientation will lead to Higher Productivity and Operational Excellence. Process centricity will lead to better Delegation control, Higher Ability, and visibility.

Overcome :-

If it is person oriented scope of continuity profits and accuracy is uncertain. Delegation in terms of Process will always lead to Continuous Improvement. Organizations still believes Person Oriented Process for delegation, if not convinced that your organization needs to implement business process management solutions as soon as possible, the following reasons should help you:

Boost in Efficiency, Compliance Assurance. High-Quality Results, Departments Held Accountable, Increased Access to Accurate Information, Secure Resources, Safer Workplace, More Flexibility, Performance Monitoring Capabilities, Reduction in Wastefulness, Business agility. It also lead managing risks and continuous Improvement.

4. Have a strategic Plan before delegating

Followers and stick to the decision. Don't recall the mission and modify and to do repetitive to followers. It not only consumes Money, Time but also demoralize the employees to work. If Boss have been delegated, scheduled an event to his team and invited employees from far places. He should stick for the decision. Before short moment of event if it is cancelled or postponed it will cause major cost impact in terms of man hours, travel cost and employee output If the boss cancels his schedule for minor reason will cause huge effect on Organization. **This is the Right Delegation but Wrong Decision by superiors.**

Overcome:-

Proper Planning and adhere to the same.

Top Management should be aware of his Top Executives, HOD's and other Functional Heads Information, that how many delegated schedules have been cancelled, How many Interviews were postponed, How many training Programs employees have not attended and what will be disciplinary action and what is the Travel cost etc factors on monthly basis to avoid Delegation errors.

5. Addiction of Desk / Email Cleaner –Delegating overwork/too much Burdening to subordinates.(Procrastinating)

Procrastination in Behavior Psychology stated is the act / Phenomenon of delaying or postponing a task or set of tasks. It defines the status of neuromental Psychology.

Desk Cleaner, inherent meaning to express a superior always delegate his own responsibilities and duties to his subordinates only, instead of this he will perform with in time. He holds the work till deadline of Turn Around Time and the last minutes all his multiple works will be assigned at a time to employee to complete in addition to Employee responsibilities. Even going extra mile, few superiors will say to subordinates do only Boss work on priority. Other works of his subordinates will be done later.

Desk Cleaner will dominate by his delegation to Team and he enjoys the work done by his Team members. Majority of Desk Cleaners will take credit of good things of his team members and wrong things they will blame the individual employee. Desk Cleaners will never be willing to come from their comfort zone but would like to enjoy organization premium.

In leadership styles, these category falls under dictatorship. Majority of this mind set feels insecurity of his position, blaming or pinpointing subordinates work. Interesting thing of this mentality is he will be having

highly Talented Team with compares to other Team / Departments. Even though thought bottleneck thoughts of Procrastination will stop his Team members CareerProgression / Transfers and Cross Functional Opportunities. Example: - If any of the employee from Procrastination boss team would like to apply and shortlisted for Internal Job Transfer with in organization for betterment. As per process his current boss (Procrastination superior) approvals were required, it will be rejected or postponed for long time, during this event his subordinate applied for Internal Transfer will be targeted by Procrastination superiors. Even it may lead to capable employees exit from Organization. Procrastination boss ego / Insecurity issues will lead to excess of Attrition.

Overcome :-

HRD or Top management Team may spend some time personally with employees, preferably one to one issues. Identify Procrastination authorities and coach them or else Train his second layer to handle the position, however all his assignments have been delegated to his team only and Procrastination contribution will be not much significant to Organization.

Review and revise the policies where employee will inherently suffer career growth, make employee friendly policies. For above mentioned Internal Job Transfer, If an employee is selected by other Internal Department please be clear on his transfer providing Turn Around time, where others do not object his career path. Attentive solution is, Organization top management should Identify the Potential employees for all the grades and develop them with Power & Authority with self driven results and targets.

6. Don't delegate what you are not able to do and what you are directly contributing to your business

Neither a company nor an individual employee should ever delegate outsource their core competencies — the tasks that add the most value. As an employee, if you outsource these tasks, Employer might wonder why he needs to keep you around at all. As a company, you may find yourself held hostage if you outsource and your partner leaves or demands more money.

Delegation majority works / outsourced will be losing management control of business functions mean that you may no longer be able to control operations and deliverables of activities that you outsource. Not understanding the culture of the Delegated outsourcing provider may lead high Cost, to poor communication and lower productivity.

One of the biggest disadvantages of Delegating outsourcing is the risk of losing sensitive data and the loss of confidentiality. It is important, therefore, to have checks in place to avoid data loss.

Since the outsourcing provider may work with other customers, they might not give 100% time and attention to a single company. This may result in delays and inaccuracies in the work output. Problems with quality can arise if the outsourcing provider doesn't have proper processes and/ or is inexperienced in working in an outsourcing relationship.

Hidden costs and legal problems may arise if the outsourcing terms and conditions are not clearly defined. If important functions are being Delegated to outsourced, an organization is mightily dependent on the outsourcing provider. Risks such as bankruptcy and financial loss cannot be controlled.

Overcome :-

Leading transformational change. A leader needs to be directly involved – no, not just involved, but *leading* the effort when it comes to large-scale, transformational changes. Inhouse Talent pool can be developed.

7. Addiction of Low self-esteem Destructive Criticism / Bossism while Delegation

Delegation should not disturb Changing everything, by unnecessary Critics or showing power of Boss authorities — even things that work and subordinates were right. This has been referred in Psychology also, disorder mentalities of how and where it will influence while dealing with Delegation and in Personal and Professional life. Psychological types and terms were briefly mentioned below

Hypercriticism:- Nagging endless scolding, complaints, and faultfinding

Hypocrisy :- contains some kind of deception, and therefore involves a kind of lying.

Narcissistic personality disorder: They may react with disdain, revenge, narcissistic rage, or defiance. Narcissists are extremely sensitive to personal criticism and extremely critical of other people. They think they must be seen as perfect or superior or infallible or else they are worthless. There's no middle ground.

Paranoid personality disorder: these people are often rigidly critical of others, but have great difficulty accepting criticism themselves.

Avoidant personality disorder: these people are hypersensitive to criticism or rejection. They build up a defensive shell. If the criticism seems to imply something bad about them, a defensive shell immediately snaps into place.

Overcome :-

Delegation Authority should be sportive and if any improvements required from his team and scope for healthy development path for the employees to improve on their competencies. Value the criticism if Improvement area is visible else away from false criticism.

8. Micromanagement – it yourself Burnout

For the most part, micromanagement is not an effective leadership style because it does not give employees room to grow and places unnecessary burdens on managers, who must watch every move their employees make.

Micromanaging can be time-consuming for a manager. If a manager feels that he must watch every move that his employees make, then he is using time that could be put to more productive use, such as developing systems and facilitating processes.

Reduces Job Satisfaction. Employees who feel that their managers are micromanaging experience less job satisfaction because they do not feel empowered and trusted.

Micromanaging is stressful for both employers and employees. Because, it evolve into a self-perpetuating cycle, with employees performing poorly because they are on edge and managers becoming increasingly frustrated with their employees' poor performance.

It is loss of Control, trust. It is more Dependent on Employee.

Overcome :-

Micromanagement often leads people to quit. If you micromanage too much, your employees' skills, talents and insights can fall to the wayside, leaving you with a team that only knows how to do what it's told. You must allow your employees the freedom to think and act on their own.

A lack of autonomy will squelch growth in your employees. One of the goals of management should be to see staff members rise in the ranks. Micromanagement is not only bad for your employees, but it can take a terrible toll on your physical and mental health. Remember, trust is a two-way street: Your staff must be able to trust you as much as you trust them. Micromanagement destroys trust.

9. Being Too Hands Off – it is a Unresolved problems mushroom

In Delegation, being hands off it leads to major Projects Suffers, Performers feels neglected. Hands Off Manager has limited command of the details. It does not make much effort to get. Limited access to staff to perform.

Overcome:-

Please be successive to develop and recognize Peoples Talents and recognize contribution and reward for Good work. Delegation should be equal to all the team members. It should not be biased with Gender or other factors.

10. Fear of Self Failure & Delegating all the task to Subordinates:-

Before starting something new, complete pending things. Start contributing individually not to pass individual responsibilities to subordinates. While delegating superiors should overcome symptoms of Failing makes you worry about what other people think about you, worry about your ability to pursue the future you desire, Failing makes you worry that people will lose interest in you.

Overcome:-

Identify the Route cause and simplify the Delegation who is going to what by In scope and outscore. Kindly extend your support to rectify the things, if any failures from your team members. Please remember Failure is Temporary so please make free your mind while delegating and take necessary actions.

II. Conclusion

Transformational Delegation does not mean delegate it and forget it. Delegation does not mean micromanaging, either. Transformational Delegation is a high-level leadership competency that continues to improve as the skill is rehearsed over time. Kindly Delegate the Deliverables. Transformational leaders are driven by a strong set of values and a sense of mission it is continuous improvement of Idealized Influence. Make it Win – Win.

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