



Delegation and Empowerment: What, Why, When, and How

An Online Continuing Education Course for Engineers

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Delegation and Empowerment: What, Why, When, and How

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COURSE SUMMARY

There are many management topics that will teach you about coping in a world of rapid change, managing productivity, tips on goal setting, and the need for dividing the existing work among employees via delegation. It doesn't take a rocket scientist to realize that a shared workload gets accomplished quicker with less wear-and-tear on each participant.

There aren't as many resources as possible, though, that will help a manager (or "manager wannabe") understand the strategy of delegation that attempts to match the required work tasks with the available talent for maximum results of productivity. And, taking that view of delegation a step farther, the *empowerment* of employees to do the tasks also provides an opportunity for higher quality of results, the employee's development for the future and the chance for them to do bigger and broader tasks leading to career advancement. Empowerment can create an employee mindset of "I GET to do this" (commitment) resulting in increased productivity instead of "I HAVE to do this" (compliance) usually producing minimal results – i.e., "what's the least I can do to get by" – associated with delegation.

Unfortunately, many view the concept of empowerment as a term coined to make people feel good about their assignment but really adds no value or specific meaning to the task at hand. Consequently, for many then, delegating and "empowering" are interchangeable: it still means getting someone else to do what you want them to do.

This course will help the student understand there is a BIG difference between delegation and genuine empowerment that goes way beyond feel-good concepts that can reap great rewards for the manager – especially in times of rapid or pending change in the organization.

LEARNING OUTCOMES

Because of taking the course, the student will be able to:

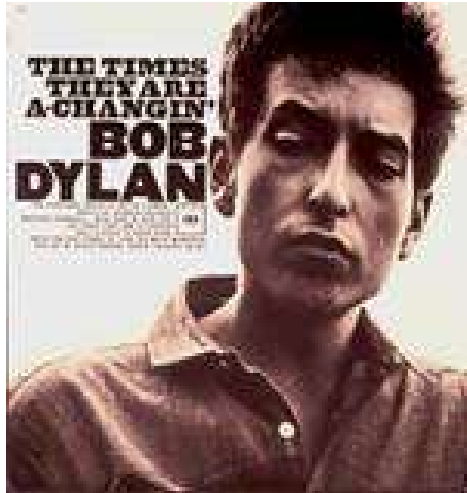
1. Define and differentiate between delegation and empowerment.
2. Identify who controls the width of the employee performance gap where they can work at commitment or compliance levels.
3. List six advantages of effective delegation.
4. List at least three reasons why some managers do not delegate.
5. List the five components required for an employee to work successfully in an empowered delegation assignment
6. List eight actions required from an authority figure for successful delegation.
7. Define the term 'motivation' and give examples of it.
8. Develop a strategy for preparing an employee to function successfully within an empowered assignment.
9. List at least four factors necessary for a manager to assume a "hands off" attitude toward a delegation assignment.
10. List at least five considerations necessary for determining when to delegate an assignment.
11. List at least three questions necessary for determining to whom an assignment can be delegated.
12. Identify seven undesirable outcomes associated with organizations unprepared to deal with the winds of change in today's business environment

INTENDED AUDIENCE

This course is designed to teach existing managers and those who want to manage others how to analyze the existing work and match it to the talent available to do it to achieve maximum quality, productivity, and employee development.

TODAY'S ORGANIZATIONAL REALITY

"The Times, They Are a Changin'"



Come gather 'round people wherever you roam,
And admit that the waters around you have grown,
And accept it that soon you'll be drenched to the bone.
If your time to you is worth savin',
Then you better start swimmin' or you'll sink like a stone **for
the times they are a-changin'.**

Come writers and critics who prophesize with your pen,
And keep your eyes wide the chance won't come again
And don't speak too soon for the wheel's still in spin,

And there's no tellin' who that it's namin'.

For the loser now will be later to win

For the times they are a-changin'.

Come senators, congressmen please heed the call, don't stand in the doorway, don't block up the hall

For he that gets hurt, will be he who has stalled,

there's a battle outside and it is ragin'.

It'll soon shake your windows and rattle your walls

For the times they are a-changin'.

Come mothers and fathers throughout the land,

and don't criticize, what you can't understand

Your sons and your daughters are beyond your command

Your old road is rapidly agin'.

Please get out of the new one if you can't lend your hand

For the times they are a-changin'.

The line it is drawn, the curse it is cast

The slow one now, will later be fast

As the present now, will later be past
The order is rapidly fadin'.
And the first one now will later be last
For the times they are a-changin'.

-Bob Dylan, 1964

Take a few minutes to read the lyrics of this song carefully. It was published in 1964. Why was it appropriate for that time in the US? [It was a time of great social and political turmoil in the nation. Events like these were changing the national landscape:

- ✓ The Civil Rights Movement was gaining momentum – M.L. King’s “I Have a Dream” speech in 1963
- ✓ The escalating Vietnam military involvement was getting more and more headlines
- ✓ President Kennedy had been assassinated 2 years before – politics were more news than before
- ✓ The Cold War was heating up – the Cuban Missile crisis was less than 2 years old
- ✓ Music was changing radically into “sex, drugs, and rock and roll”
- ✓ President Lyndon B. Johnson’s “Great Society” was created and massive social programs began
- ✓ College students were becoming more involved in social issues which were covered by more news which stimulated more protests which drew more news coverage...]

Are any parts of it ageless? Why or why not?

What parts, if any, of it relate to our workplace today and why?

List a few changes that have occurred within your employer’s organization within the past five years that have also had an impact on you.

List a few changes that have occurred within your employer’s market within the past five years that have also had a subsequent impact on you.

ORGANIZATIONAL HEALTH AND CHANGE



At times, people are a lot like organizations. Sitting inert in a recliner watching television with snacks nearby can be a very comfortable end to a busy day. It feels like a good way to unwind from all the stress we endured between the time we got out of bed this morning and the time we will return later tonight.

Contrarily, exercising our muscles and working out in the short term. Most of us feel better and become more productive after a good workout. We can reach. Unfortunately, we often neglect this therapy."

Organizations often have a "recliner mindset" and tend to be complacent. Vendors, our clients, and competitors are all vying for each other in the marketplace on a regular basis. This year's success is often the result of outcomes proportional to the innovation threats we face at the bottom and operating

However, just as we know that a challenging physical workout regime is the best thing for us personally in the long term or in the case of an emergency; the regular flexing of our "organizational muscles" at every level will also help us become healthier and stronger organizationally in the long term as well as prepare us for the emergencies that always seem to happen at the worst possible times.

Unfortunately, we do not do much organizational exercising ("too busy" is the typical excuse) and then act in the worst possible ways when change comes, and emergencies begin to disrupt our comfortable routines resulting in some very undesirable outcomes such as:

To view the remainder of the course material and to take the quiz for PDH credit, you must purchase the course.

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