



Institute for National Transformation

Lecture 20

Delegation and People Involvement

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OBJECTIVES

1. To appreciate the benefits of delegation
2. To explore reasons why leaders/managers avoid delegation
3. To detail steps to be taken in delegating a mandate



Definition:

- To empower someone else to act for you.
- Involves conferring (some of) your functions or powers on another so he or she can act on your behalf.
- Differentiate with **outsourcing** which involves purchasing goods or subcontracting services from an outside company.
 - Not associated with the idea of giving up control.
 - In practice, delegation and outsourcing are often indistinguishable.



- *What are benefits of delegating to a leader/ manager?*





Benefits of delegation

1. **Lightens your workload** (cross items off your "to do" list and put them on someone else's!)
2. Enables you **better manage your time**
3. Allows leader to focus on key issues
4. Opportunity for **staff development**
5. Opportunity to **develop your management skills**
6. Frees up time **with for loved ones**



Benefits of delegation

6. Provides challenge for your subordinates and encourages them to develop their capabilities (this prepares them for future assignments and promotions)
7. Increased motivation for staff - builds trust with subordinates & shows that you respect your subordinates' abilities and that you trust their discretion (employees who feel that they are trusted and respected tend to have a higher level of commitment to their work, their organization, and especially their manager)



Benefits of delegation

8. Gives subordinates a greater sense of ownership (by enabling them participate in making decisions that pertain to their work and hence increased commitment to its success).
9. Empowers subordinates to take action to improve customer satisfaction - the people who have the most contact with customers, whether they are external customers or internal customers, are usually the ones with the most complete information about how best to serve them.



*Why do
leaders/managers
fear to delegate?*



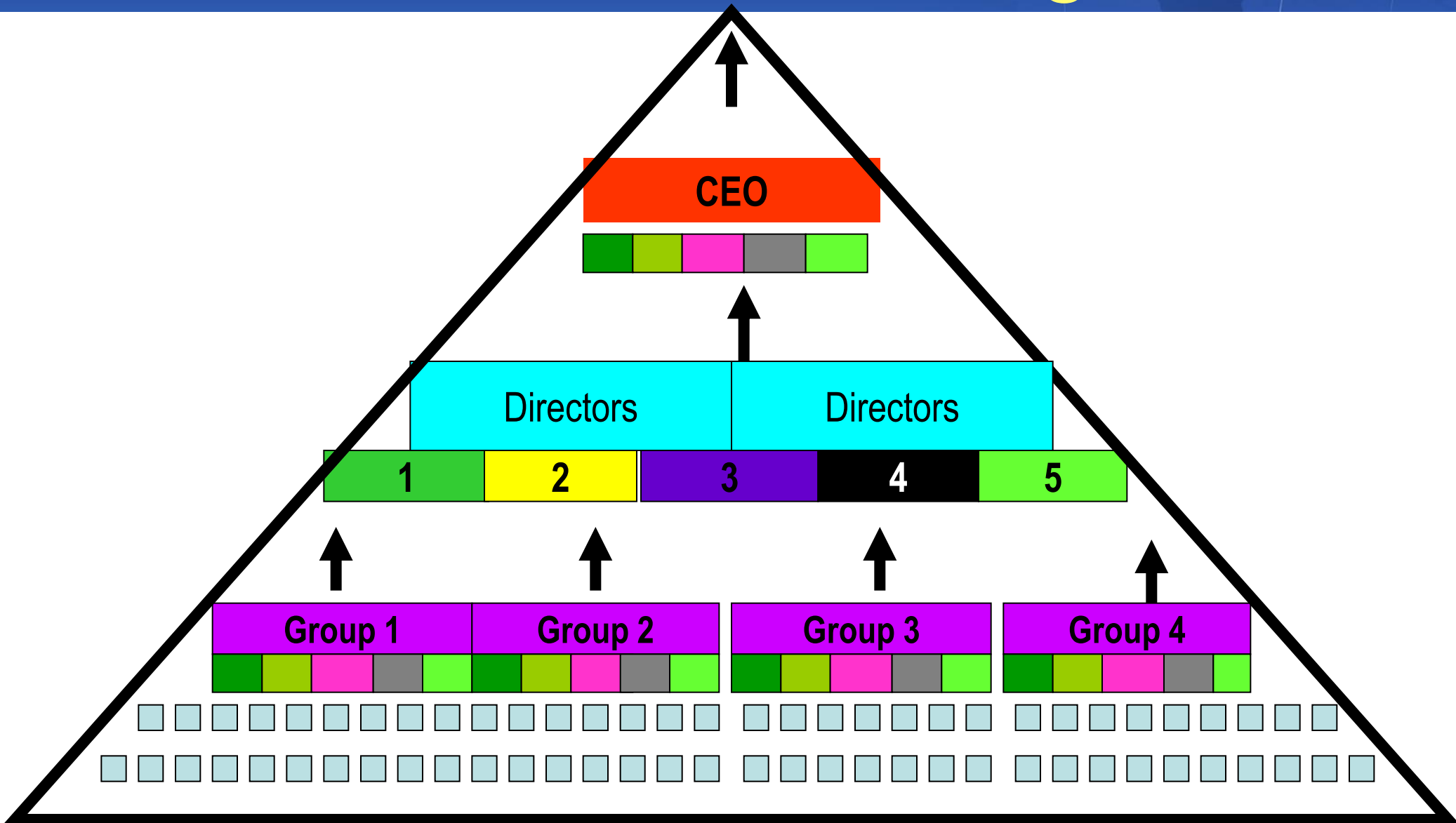


Why Leaders/Managers Don't Delegate

1. Fear that tasks will not be handled as well enough as you would
2. Fear that the sub-ordinate will handle the task better than himself/herself
3. Fear of getting replaced from current position or of sub-ordinate taking complete control
4. Fear of not being in the loop for important information
5. Fear of not being involved in making important decisions



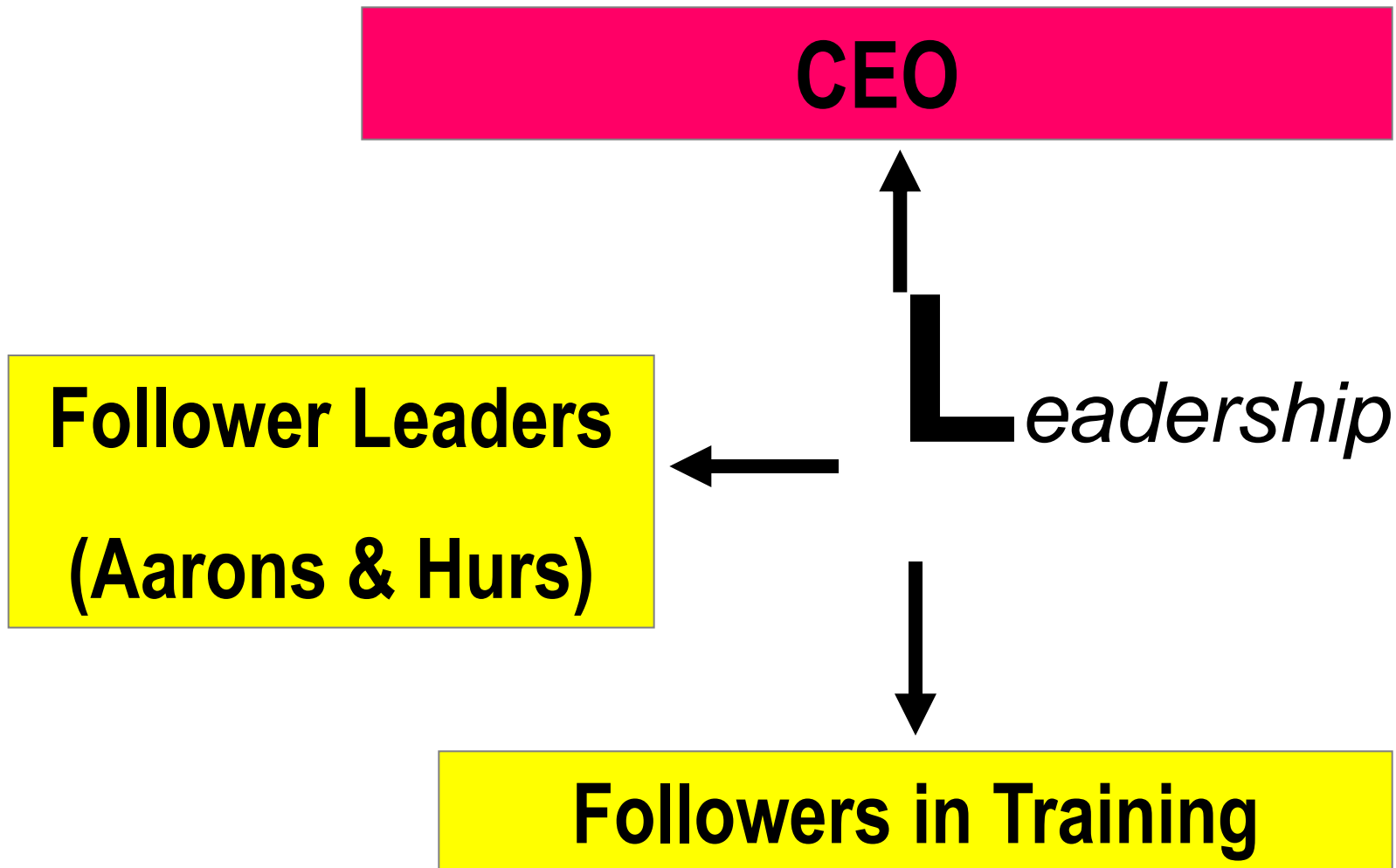
Leadership Structure in an Organization





Three Dimensions of

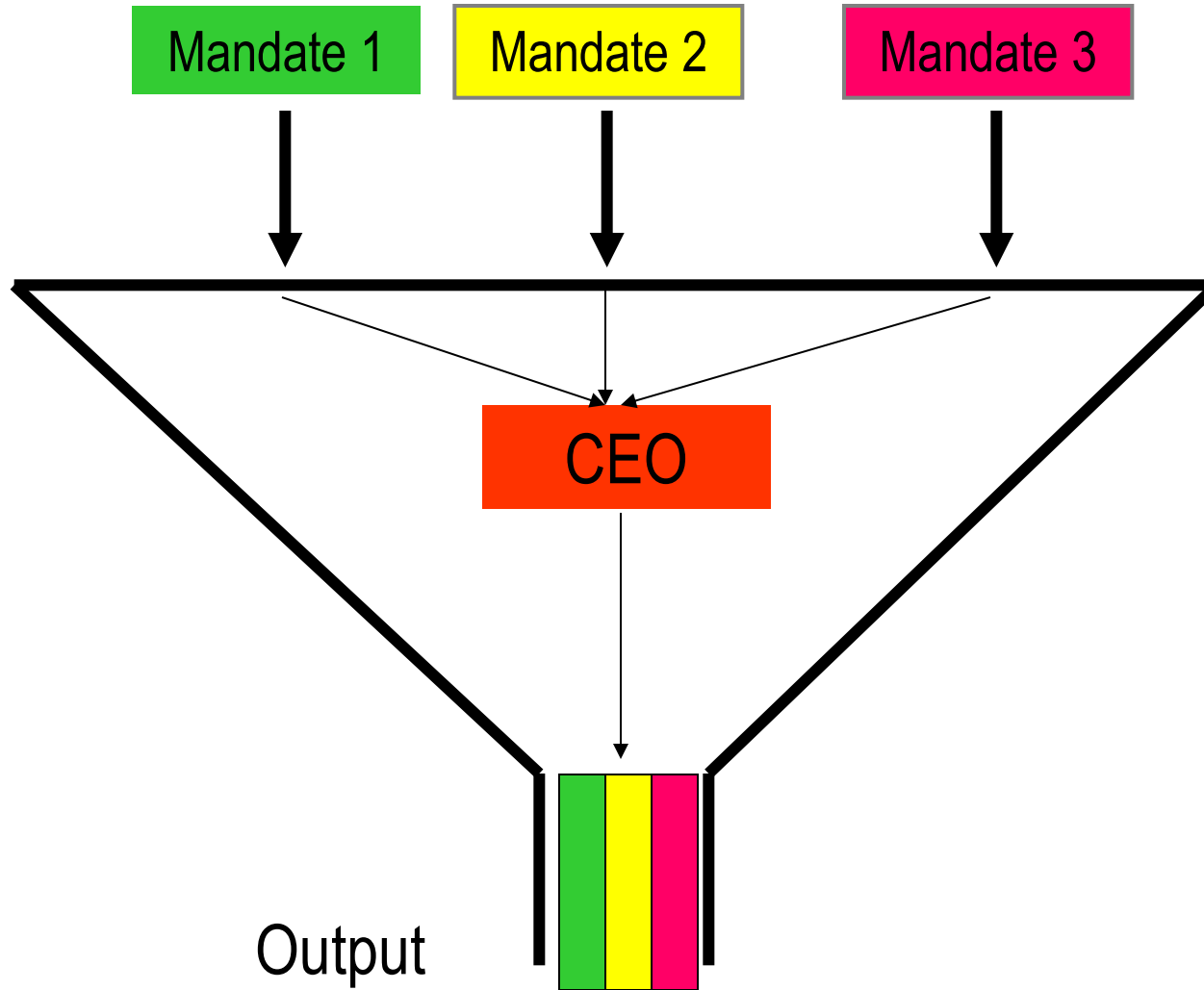
an Effective Leadership Structure





THE FUNNEL OF

ORGANIZATIONAL LEADERSHIP

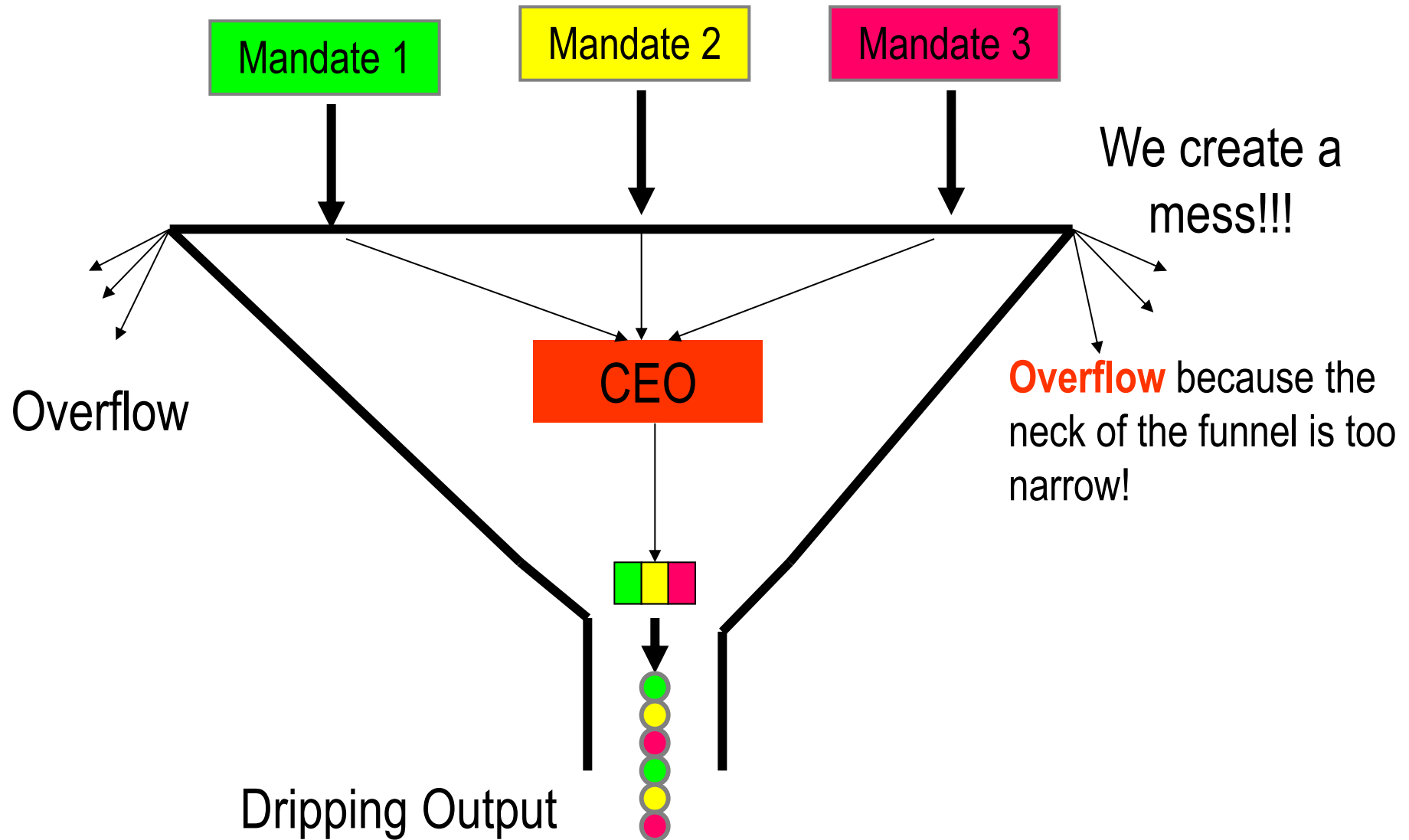




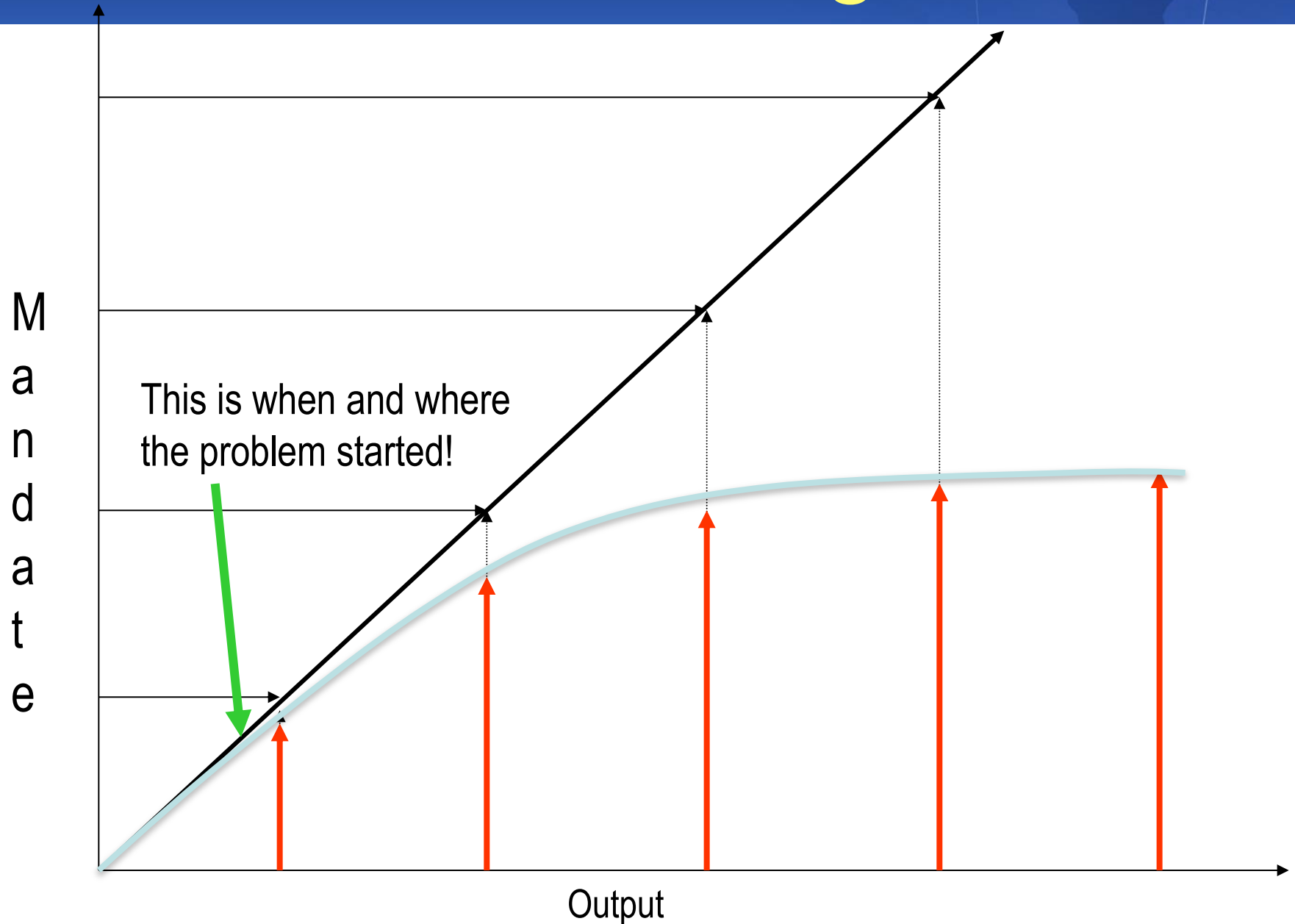
OUTCOME-BASED PERFORMANCE

Mandate	Expected Outcome	Who is Responsible
1	?	?
2	?	?
3	?	?

THE FUNNEL OF FAILURE

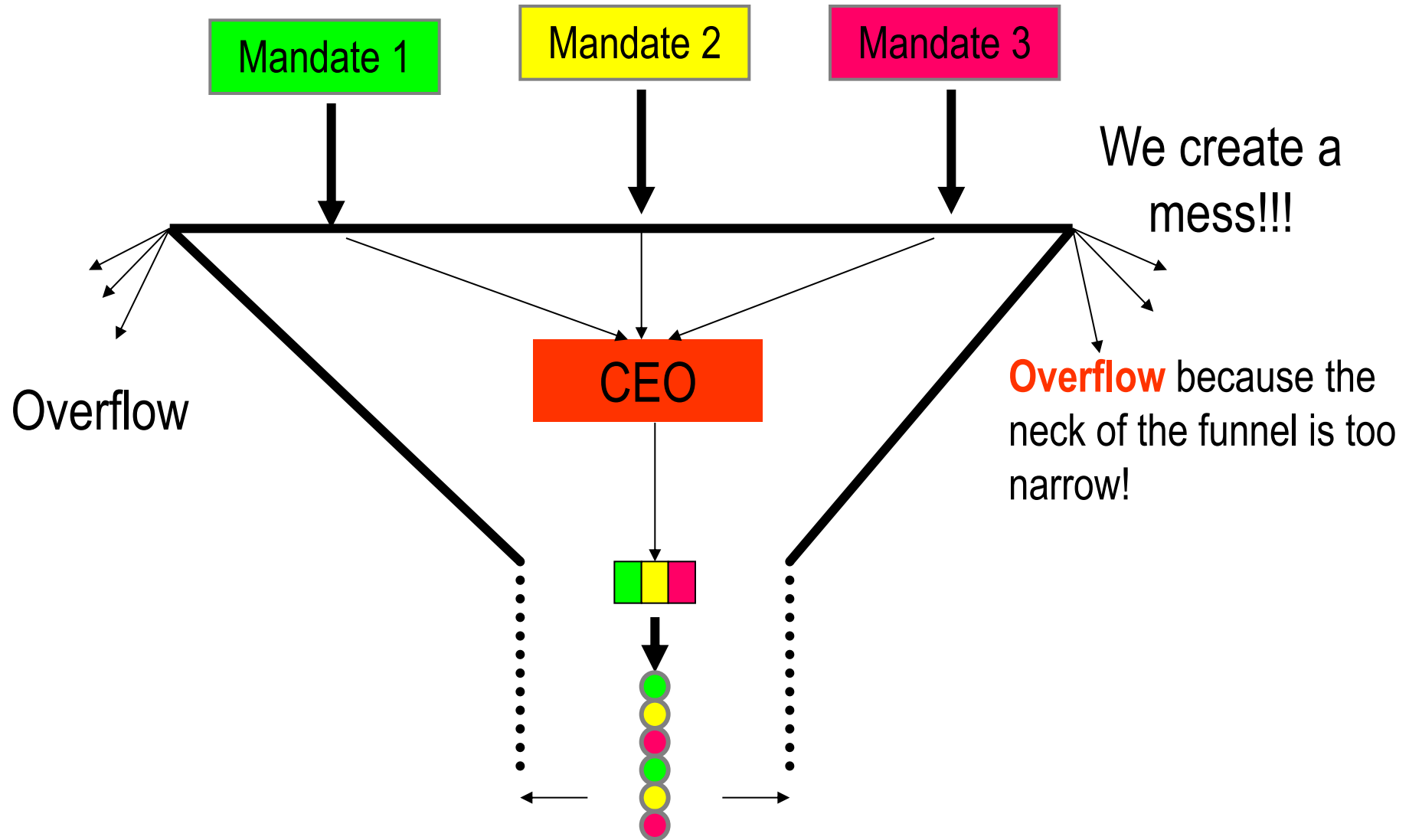


Effects of Not Meeting Mandates





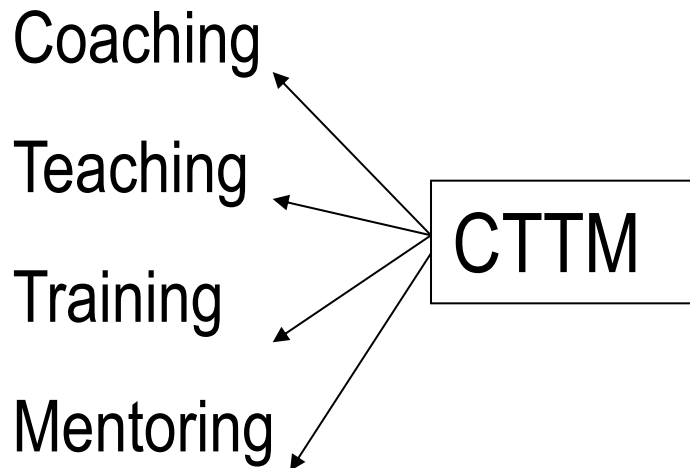
THE NECK OF THE FUNNEL



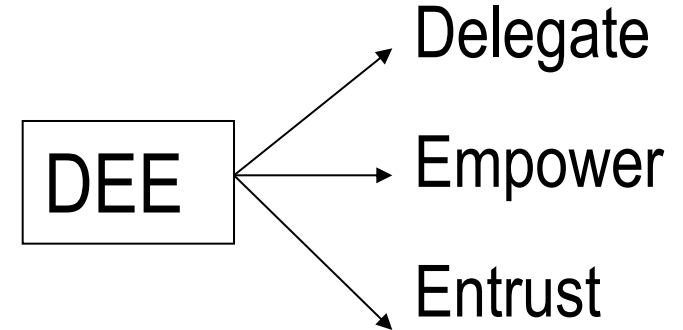


THE NECK OF THE FUNNEL

Stage 1



Stage 2

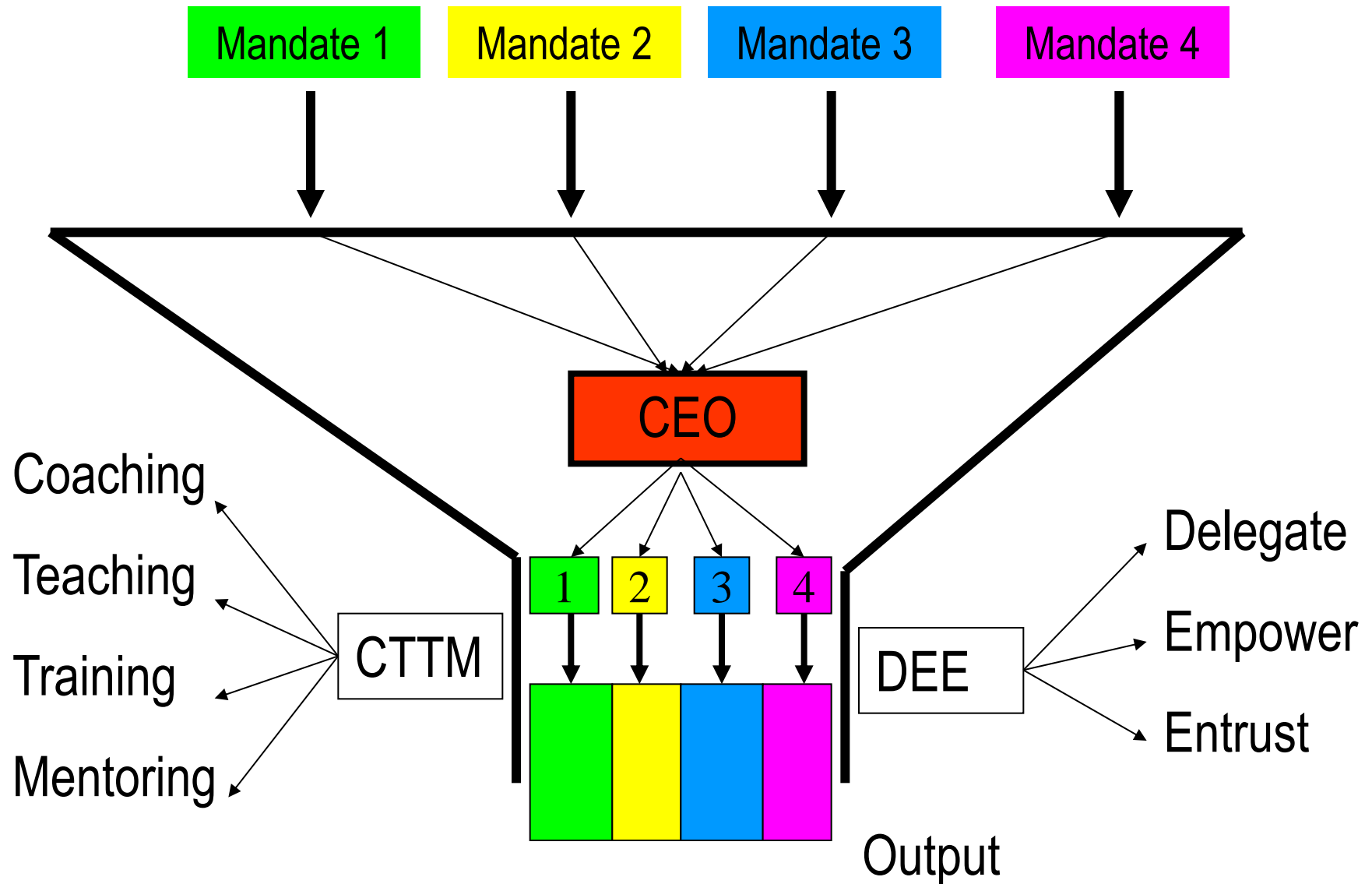


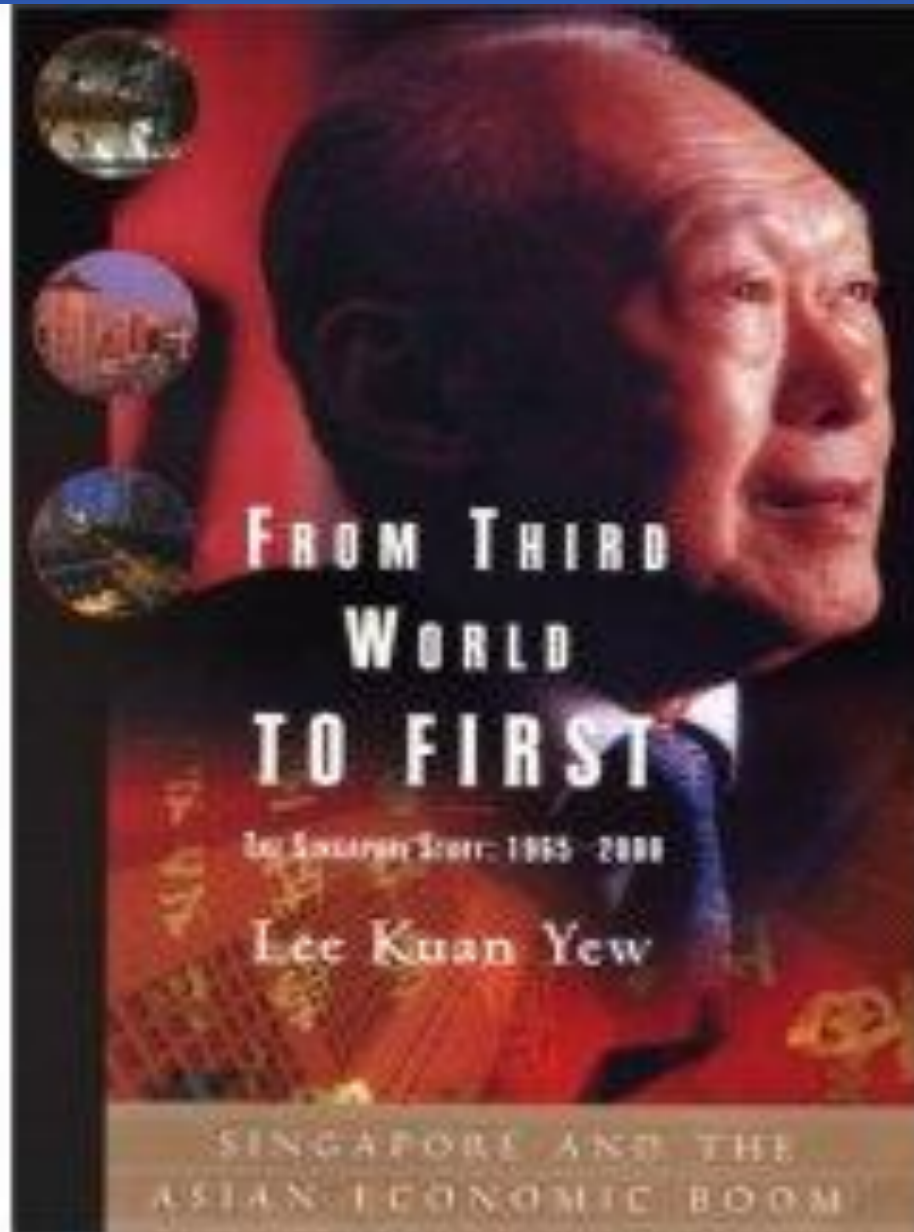
CTTM-DEE Protocol

1. Do it **as it should be done** and let them observe.
2. **Empower them do it** and you observe them.
3. **Entrust them do it** and report the results to you.



THE FUNNEL OF SUCCESS







ABILITY OF MINISTERS

Chapter 41, Page 664, 1st Paragraph

When I had the right man in charge, a burden was off my shoulders. **I needed only to make clear the objectives to be achieved, the time frame within which he must try and do it**, and he would find a way to get it done.



Job Description for CEO's



Provide Direction

Commission the Work

Provide for Success

Obtain Evaluation



Direction Setting

- **Outward Steps**

- ⑩ Envision
- ⑩ Communication
- ⑩ Set Priorities
- ⑩ Set Parameters
- ⑩ Anticipate Problems

- ⑩ **Inward Steps**

- ⑩ Seek Understanding
- ⑩ Seek Confirmation
- ⑩ Seek Commitment
- ⑩ Peri - Implementation Evaluation
- ⑩ Post-Implementation Evaluation



Key Steps To Direction Setting

FIVE OUTWARD STEPS:

1. Envision. Must envision what you want to direct-see it clearly.

10 Ascertain clearly by answering the questions:

- ✓ **What** is the mandate?
- ✓ **Why** are we doing this?
- ✓ **How** is it going to be done?
- ✓ **Who** is going to do what?
- ✓ **When** do we start?
- ✓ **Where** is it to be done?



Key Steps To Direction Setting

FIVE OUTWARD STEPS:

2. Communication:

- Take time to prepare for the meeting - put enough time in the forefront to save time, frustration, confusion, and pain at the end;
- Remember the why, what, how, who, when, where;
- List everything out and put them in order of priority;
- Be extremely explicit, detailed, to avoid having to call more meetings in the future;
- Articulate the vision using appropriate visual imagery, dramatization, animation, modeling, and posters.



Key Steps To Direction Setting

FIVE OUTWARD STEPS:

3. Set Priority - Determine the **relative importance of the mandate** to other tasks already assigned.

Everything cannot be urgent.

Provide for success.



Key Steps To Direction Setting

FIVE OUTWARD STEPS:

4. Set Parameters:

- ⑩ Set the ground rules for conduct, accounting, budgeting, reporting frequency, and dissemination of information.
- ⑩ Establish the chain of command.



Key Steps To Direction Setting

FIVE OUTWARD STEPS:

5. Anticipate Problems/Issues.

- Ask questions to ascertain understanding:
- Ask what could go wrong?
- Play out different problematical scenarios
- Are projections realistic?
- Develop a contingency plan.



Key Steps To Direction Setting

FIVE INWARD STEPS:

1. Seek Understanding

- Seek **understanding and clarity** about the directions!
- Elicit their **concerns or least understood aspects** of the mandate?
- Ask open ended questions: **What, who, how...**
- Seek **understanding of expectations** in terms of money, time, organization, CTTM, etc.
- The group should develop a list of potential **objections and answers** to them.



Key Steps To Direction Setting

FIVE INWARD STEPS:

2. Seek Confirmation

- Have them relate back to you in detail directions given;
- Let them cover every area to your satisfaction;
- Make sure that they are taking notes as instructions are given, otherwise you are wasting your time.



Key Steps To Direction Setting

FIVE INWARD STEPS:

3. Seek Commitment

- Ask if they could **accomplish the mandate** as discussed;
- Ask for **commitment**
- Ask for **accountability**
- Establish **COVENANTS** with them.



Key Steps To Direction Setting

FIVE INWARD STEPS:

4. Peri-Implementation Evaluation (+--+)

- Evaluate when they are half way to the deadline
- Again closer to the deadline, with enough time left to make changes;



Key Steps To Direction Setting

FIVE INWARD STEPS:

5. Post-Implementation Evaluation (+--+)

- Evaluate after implementation to **assess success and failure areas.**
- **Differentiate Chronic vs. Noble Failures**
- **COMMEND AND PRAISE GOOD WORK**



Establish Covenants

A. **Workload Covenant.** Say to them:

- When something relating to your department comes along, I will put in your box;
- It is your responsibility to tell me when the workload is more than you can handle;

B. **Accountability Covenant.** Say to them:

- If anything should occur between now and the deadline that will jeopardize its completion, I want to know about it and bring along YOUR suggested solutions.



Establish Covenants

C. Honesty & Transparency Covenant.

- Subordinates should commit to be honest and transparent at all times in communication, discussions, and reporting
- Leaders should establish an atmosphere where workers can be free to be honest and transparent, without reprisals



Establish Covenants

D. Commitment Covenant

- Get workers to commit to do “all it takes” and not just “my best” in building the organisation.
- If any problem develops, they will come to you with potential solutions.



WISDOM IN COUNSEL

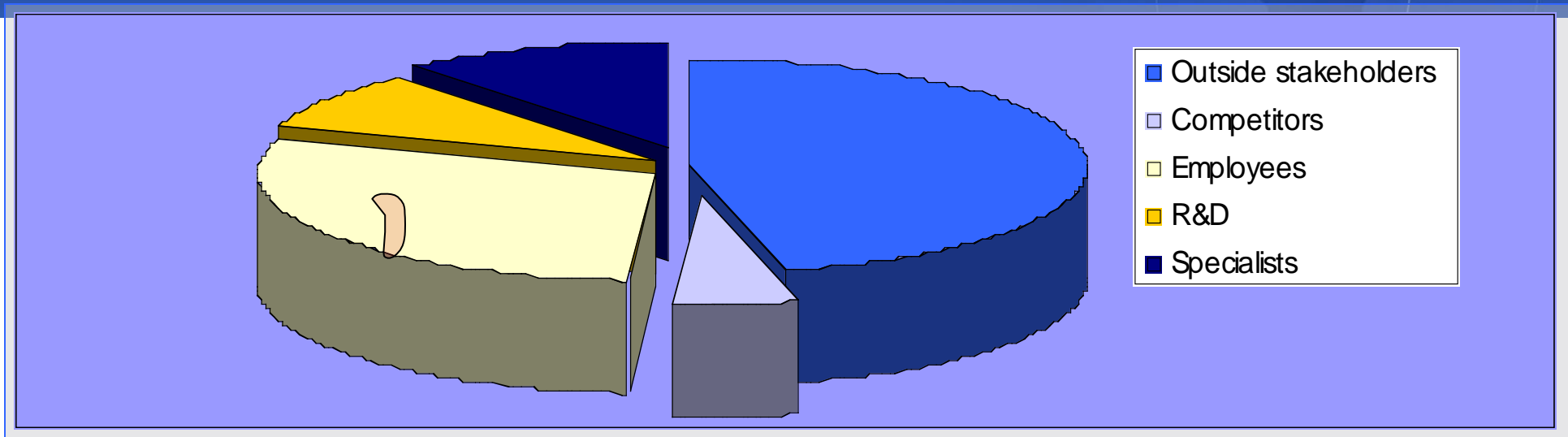
Prov 1:5 A wise man will hear and increase learning, a man of understanding will attain wise **counsel**.

Prov 11:14 Where there is no **counsel**, the people fall, but in the multitude of **counselors** there is safety.

Prov 15:22,23 Without counsel, plans go awry, but in the multitude of **counselors** they are established;

Prov 12:15 The way of a fool is right in his own eyes, but he who heeds **counsel** is wise.

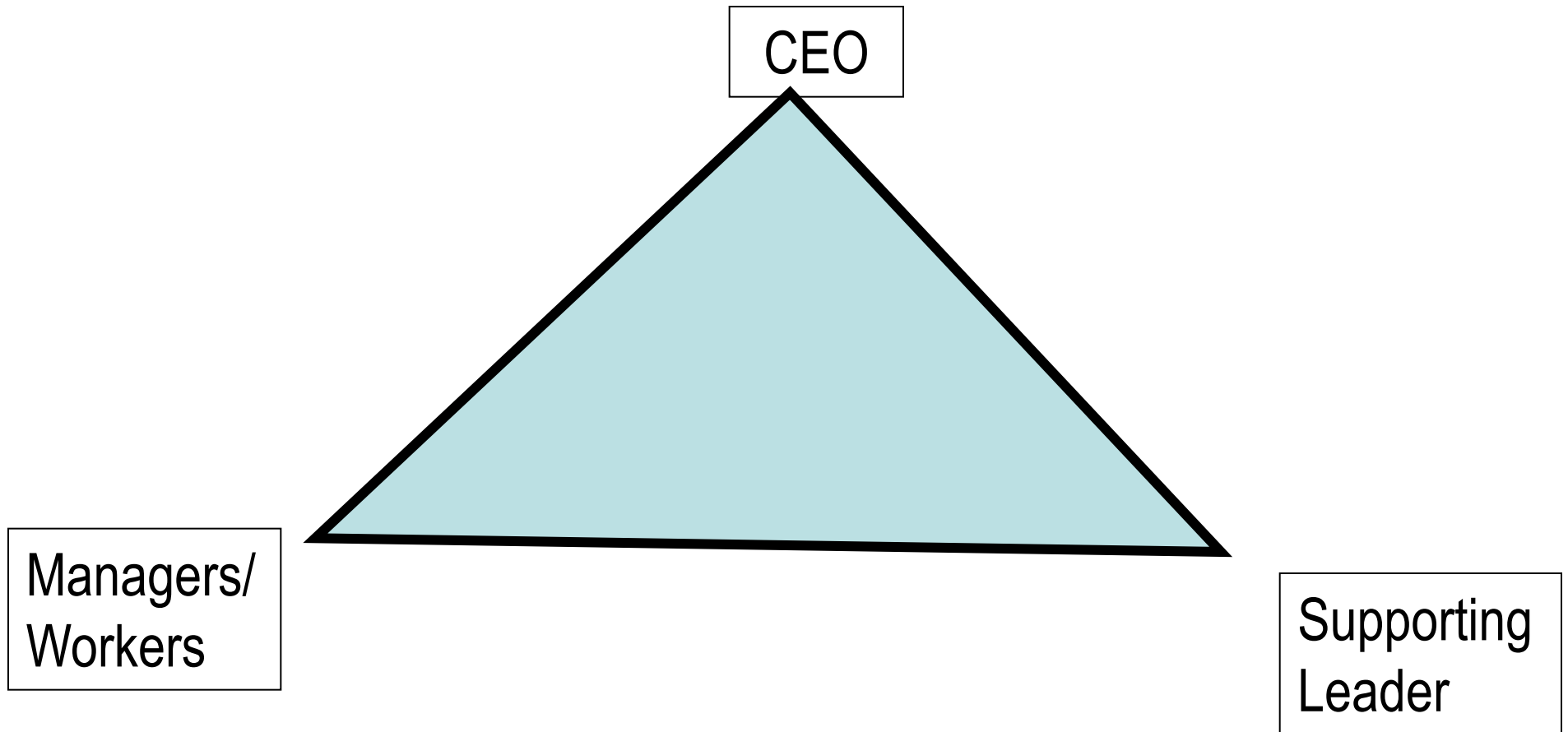
Traditional Sources of Innovation



- ❑ 46% from customers or suppliers demands, or market intelligence;
- ❑ 29% from employees - people involvement
- ❑ 11% from specialists
- ❑ 5% from competitors - (Information Espionage)
- ❑ 9% from R&D (research

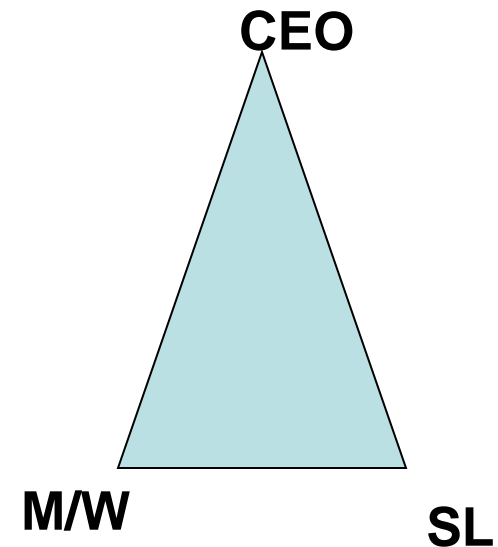


The Total Involvement Process



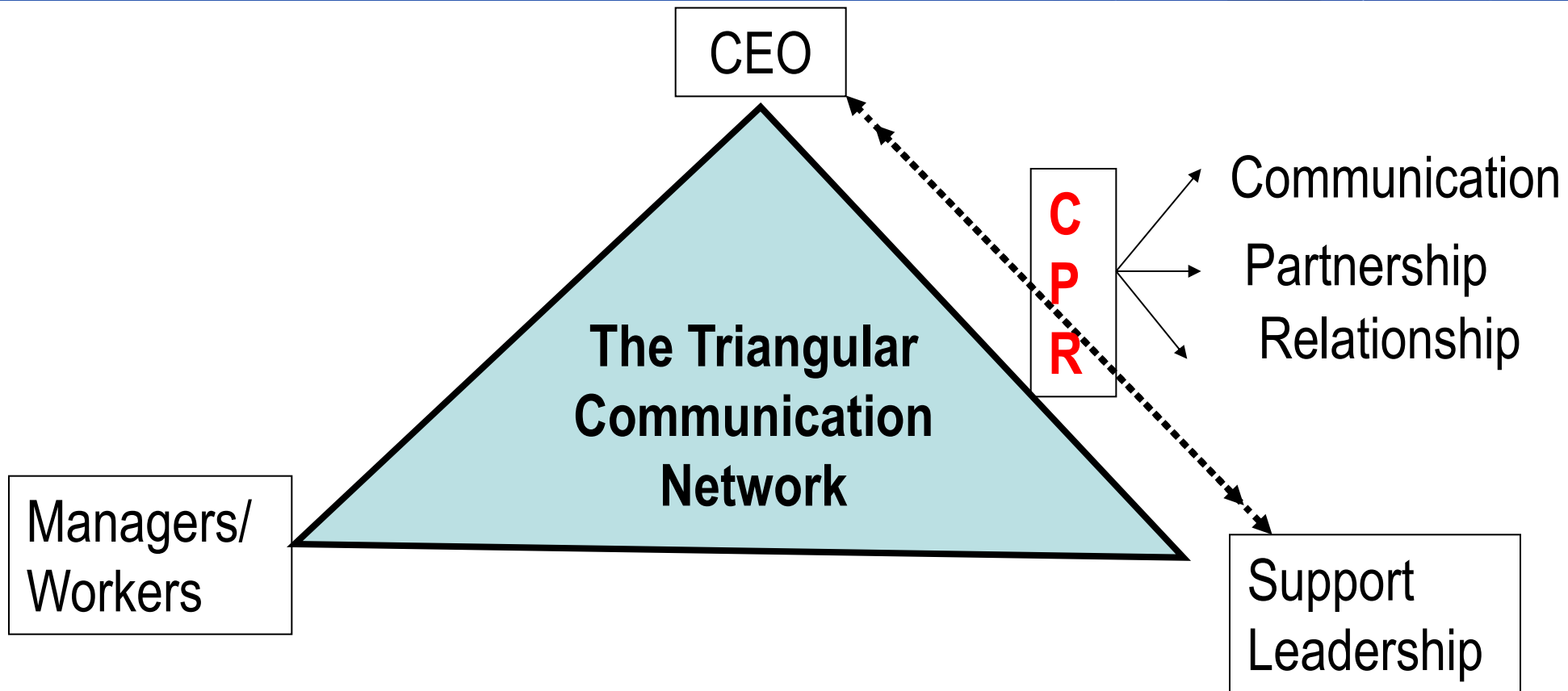
CEO & Support Leadership

- a) CEOs are principally responsible for organizational mandates;
- b) The CEO must communicate this to the Support Leadership - **leads to Communication, Partnership & Relationship (CPR)**;
- c) **The Support Leadership** need wisdom and knowledge with which to carry out CTTM- coaching, teaching, training, mentoring of workers!

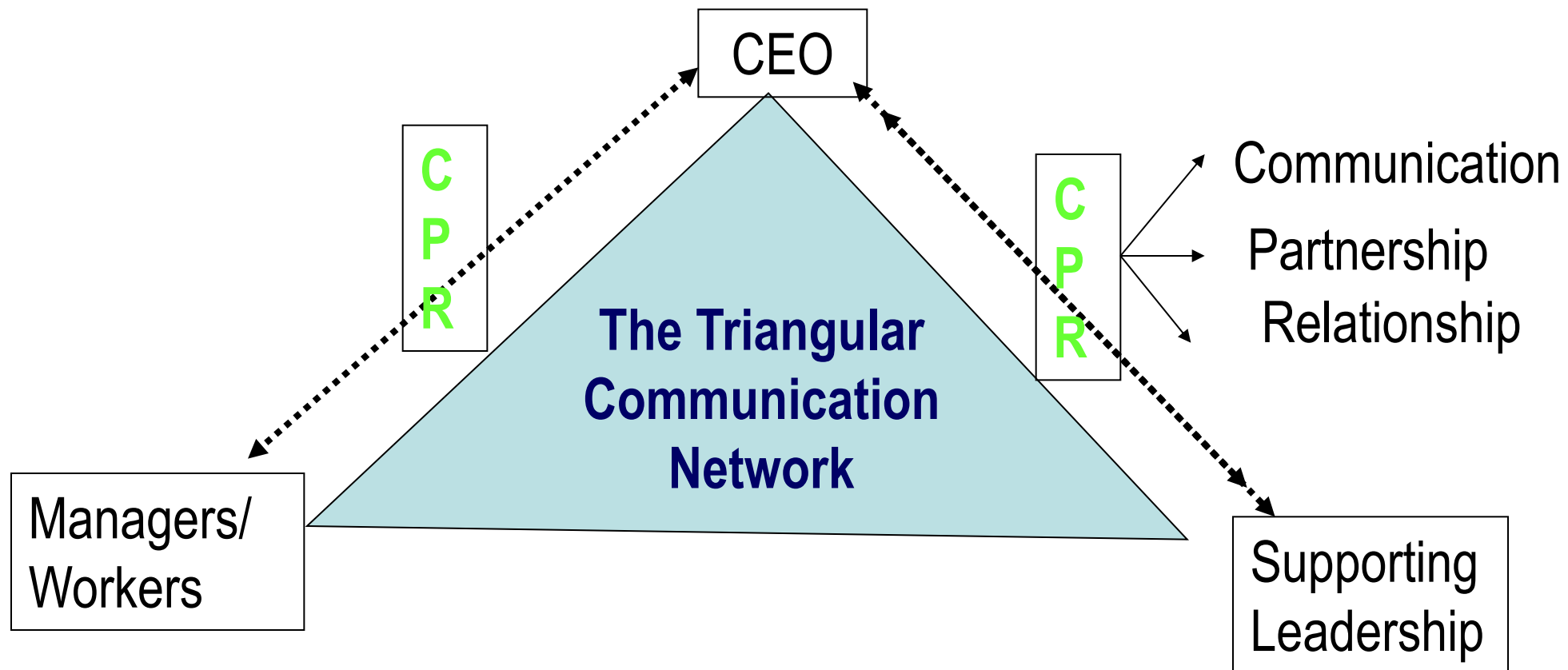




The Total Involvement Process



The Total Involvement Process



CEO should also interact with the Managers/Workers!

- This leads to Communication, Partnership & Relationship (CPR)
- To assess realities on the ground and maintain a sense of community. **(BUT AVOID MICROMANAGEMENT!)**



Support Leadership and Managers/Workers

*Every leader has a
blind sight, for
which he/she must
depend on others for
counsel.*



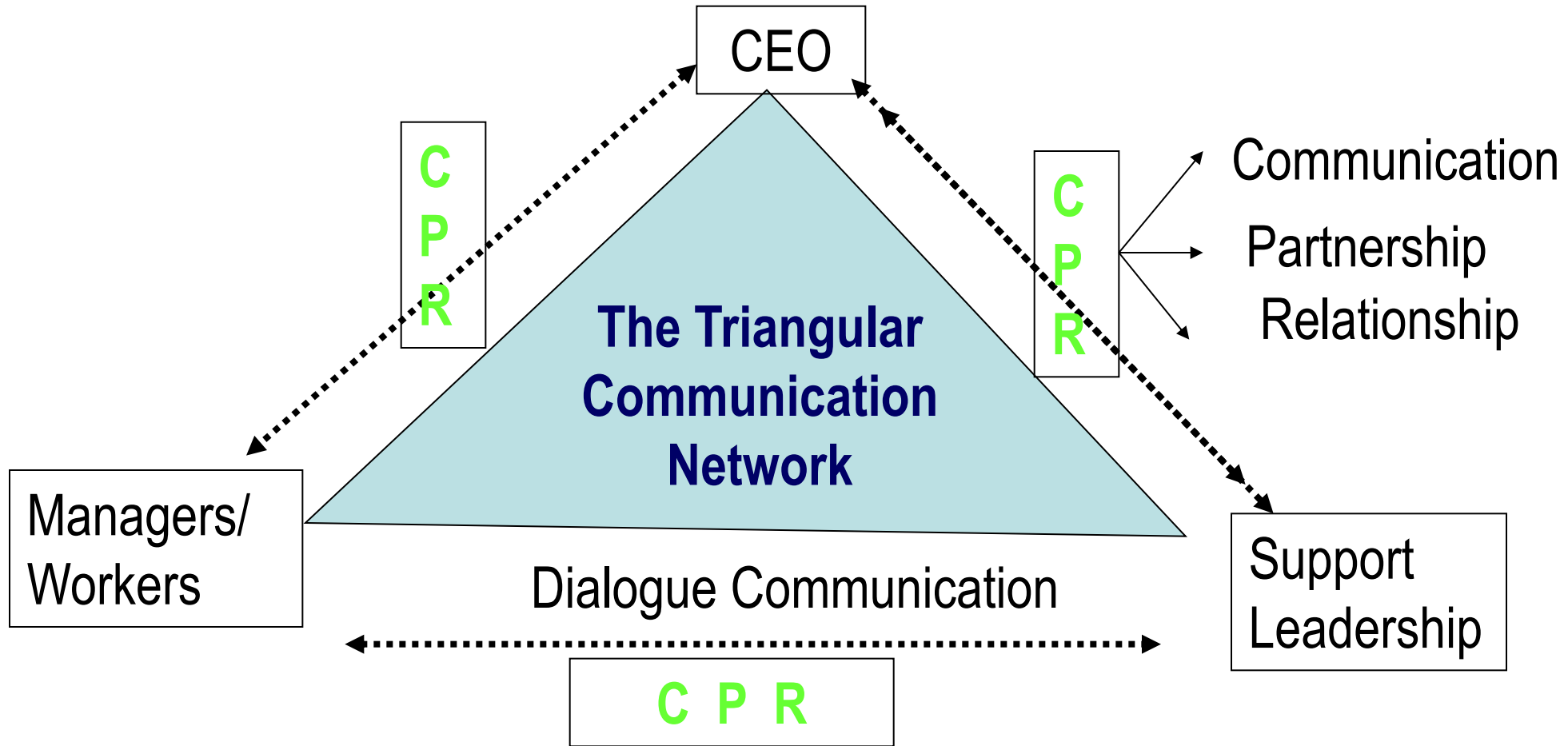
Support Leadership and the Workers

There should be a constant dialogue between the Support leadership and the Managers/workers under them. Such a meeting should be:

- **Frequent** to establish relationship;
- **Face-to-face** and not by e-mail, telephone, or any other long distance mode;
- **Transparent and honest** in nature!



The Total Involvement Process



Psalm 133:1-3 How good and how pleasant it is....



Total Involvement Process

What to Discuss?

1. Continuous Improvement
2. How to improve products and services
3. Encourage innovation and new ideas
4. Decisions must be based on facts (data)



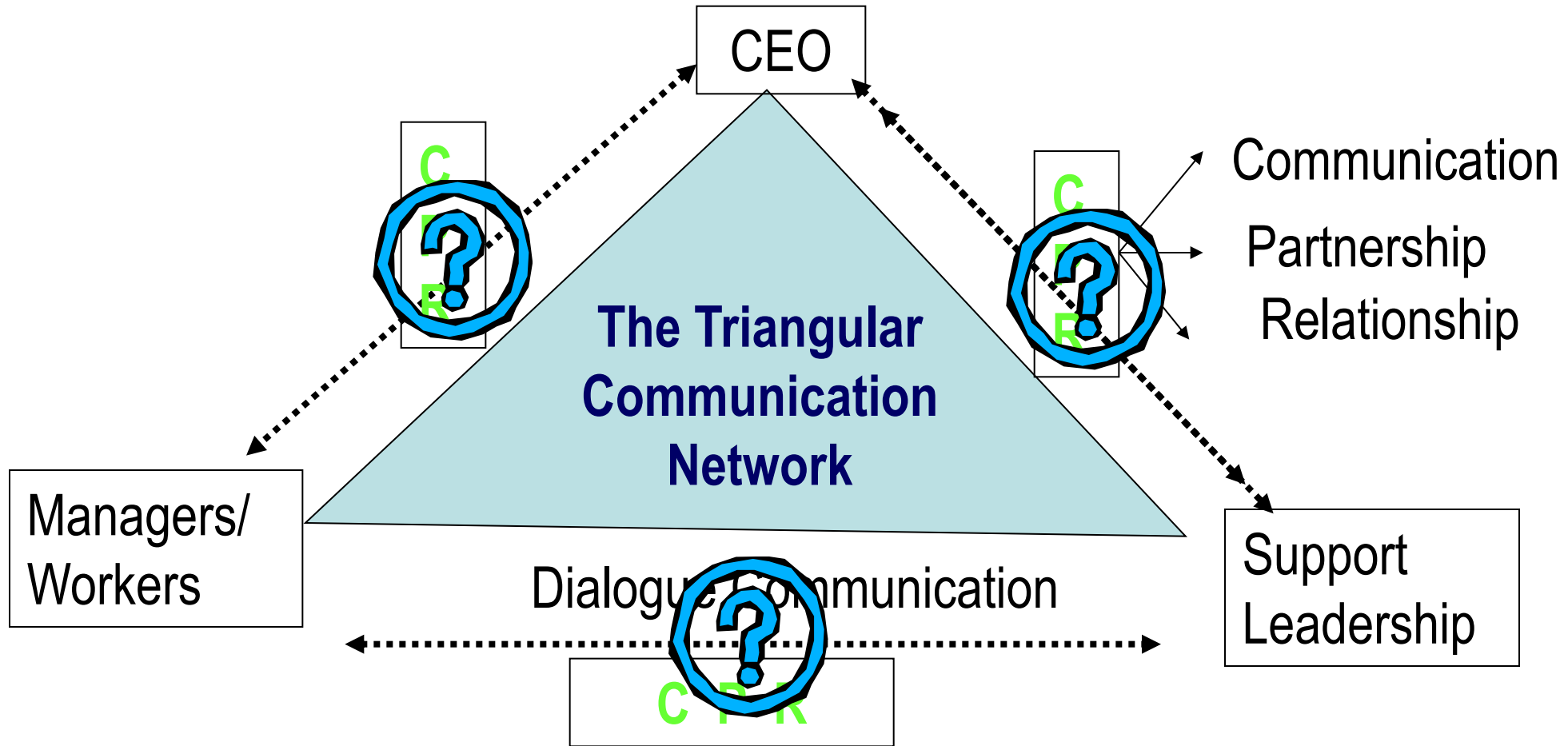
Disruption of the Total Involvement Process

In war, the major target of the enemy is to disrupt communication and destabilize their opponent. This happens in organisations through:

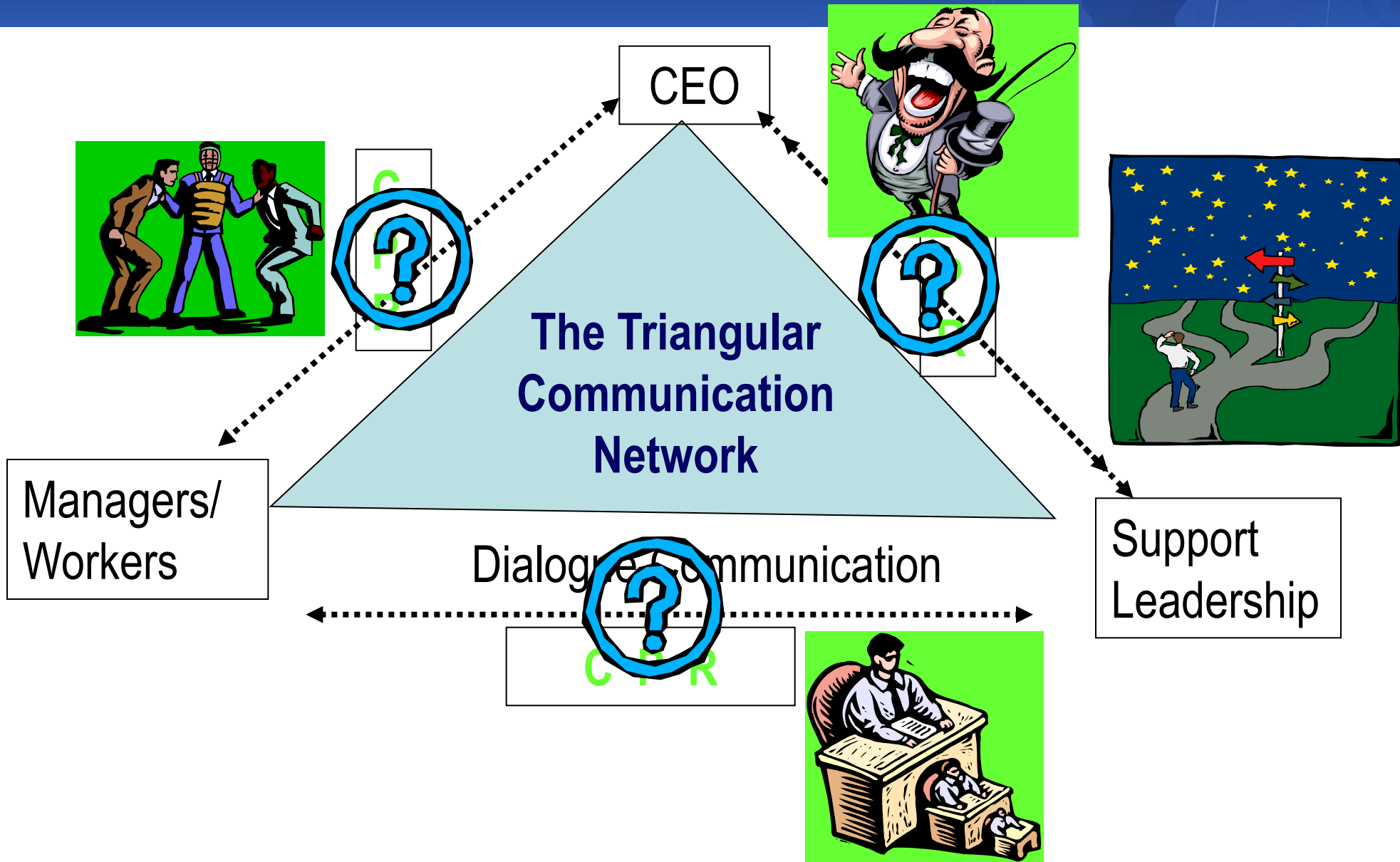
1. **False accusation**, contentions, and intimidation and Confusion
2. **Making compliant** rather than committed workers through an atmosphere where truth is no longer heard!
3. **Creating** a “command & control” leadership
4. **Disruption of the CTTM-DEE** Transformation and empowerment of individuals
5. **Creation** of a “No-sense of OWNERSHIP” among workers



Disruption of The Total Involvement Process



Disruption of the Total Involvement Process





Proverbs 8:

¹²I *wisdom* dwell with prudence, and find out knowledge of witty inventions. ¹³The fear of the LORD is to hate evil: pride, and arrogancy, and the evil way, and the froward mouth, do I hate. ¹⁴Counsel is mine, and sound wisdom: I am understanding; I have strength. ¹⁵By me kings reign, and princes decree justice. ¹⁶By me princes rule, and nobles, even all the judges of the earth.



Heavenly Wisdom

James 3:14-17

But the wisdom that is from above is first:

- ⑩ Pure, then
- ⑩ Peaceable,
- ⑩ Gentle,
- ⑩ Willing to yield,
- ⑩ Full of mercy and good fruits,
- ⑩ Without partiality and
- ⑩ Without hypocrisy.





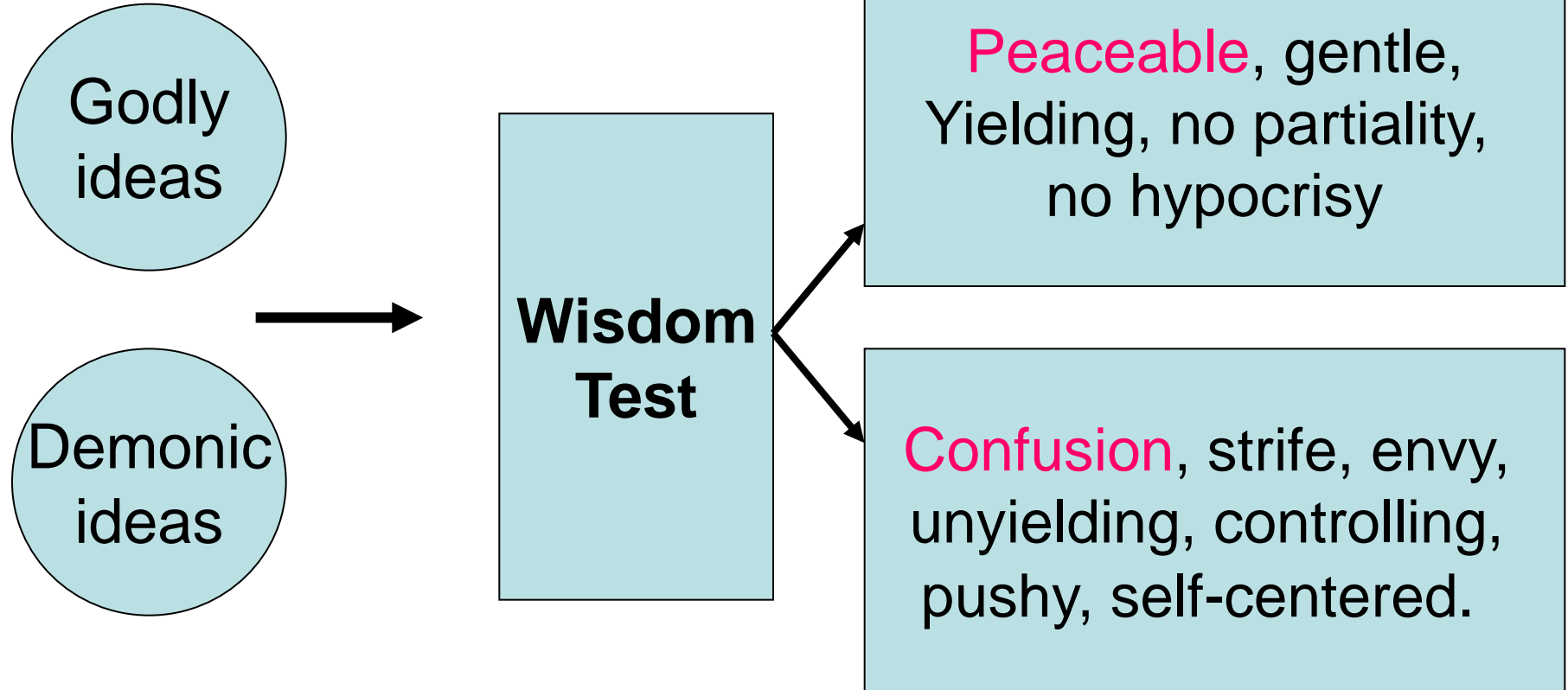
Demonic Wisdom

James 3:14-16

But if you have bitter envy and self-seeking in your hearts, do not boast and lie against the truth. This wisdom does not descend from above, but is earthly, sensual, demonic. For where envy and self-seeking exist: confusion and every evil thing are there.



Wisdom Tests





Why the Total Involvement Process Fails?

Violation of James 3:17-18

Because:

- a) Motives are not pure - hidden agenda
- b) Due process is not peaceable - strife & contention,
- c) Relationships are not gentle
- d) Leadership is not willing to yield to counsel - pride;
- e) Interactions lack good fruits
- f) Decisions are taken with partiality and
- g) Services are rendered in hypocrisy



Summary of Lecture 22

To Involve Others in Decision Making:

1. Understand that in the multitude of counselors there is safety
2. Set up a roundtable meeting to discuss the issues (including opportunities, crisis, failed outcomes, repeated disorder, etc)
3. Use such opportunities to CTTM - policy, budget restrictions, good practices, etc
4. Be open to good ideas from your subordinates
5. The CEO makes the final decision and is ultimately responsible and accountable.



Final Tips

1. Identify one hour of low value work aday
2. Create a SOP for the low value work
 - Don't assume anything
 - A video could be helpful
3. Find out if they need any training
4. Find out if your surbordordinates can handle any additional work
5. Allow subordinates to make mistakes as they learn
6. It is not just top down; invite subordinates



Final Quote

“ A strategic decision done 80% by your subordinate is still better than one done none at all by yourself”, Ken Blanchard .