

QUICK TIPS – **BARRIERS AND BENEFITS OF DELEGATING**

A Manager's day is swamped with many competing priorities and needs. There just isn't enough time to do everything – let alone enough time to execute everything well.

And yet, Managers consistently fail to utilize fully the resources that are available to them. They know that they should be delegating as much as possible to their staff, but they don't.

What is restricting these Managers and what would be the benefits, if they delegated more?

The Barriers

Here are some of the more common reasons or beliefs that Managers have regarding the barriers and limitations to delegation.

It's force of habit.

Many Managers were promoted from the positions that they now manage. They know the work and are in their *comfort zone*.

I can do it better myself.

Once again, they probably were promoted from the positions that they now manage and are technical experts.

No time to train.

Managers are convinced that they cannot find the time to train, thus ensuring that they always will have to do the work, which in turn does not allow them the time to train.

If I delegate too much, my job will be threatened.

By misunderstanding what a Manager's true responsibilities are, an unrealistic fear develops that if other employees can do all the work, their position will be threatened.

The employees are not capable.

How will they learn, if they are not trained?

There is a loss of control.



If the Manager delegates much of the work, s/he might not feel in control of what is happening.

It will look like I'm passing the buck.

Again, by misunderstanding what the duties of the Manager are, there is a reluctance to delegate work.

Keep a high profile.

There is a misguided view that always being overloaded with work demonstrates one's importance and value to the organization.

I like doing it.

Once again, if the Manager was promoted from within the department, s/he feels more comfortable doing the old familiar job than some of the new unfamiliar responsibilities of the Manager.

I like to keep busy.

If I'm busy doing the things which are familiar, then I can avoid things that I am uncertain or not comfortable doing.

Benefits of Delegating

There are a number of benefits that accrue, when one delegates successfully.

- ◆ Because more people are doing the job, the work gets spread more evenly across the workforce.
- ◆ Managers are less stressed.
- ◆ Managers gain the time they need to coach their employees to achieve higher levels of performance.
- ◆ The organization develops a more versatile workforce.
- ◆ Each time an employee is trained to do another job, it provides the Manager with more flexibility in employee deployment.
- ◆ Employee morale is improved.
- ◆ Productivity and quality improve, as employees are better trained to perform their jobs and care more about what they're doing.



Through a deliberate and planned approach to educating, training and coaching their employees, Managers can develop a workforce that has greater capacity and capability; that demonstrates higher commitment; that is more productive; that is more flexible; and that provides more engagement and satisfaction to the employees.

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