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## WHAT IS EFFECTIVE DELEGATION

Delegating can be a sticky and challenging process. It is a great way to ensure that more tasks get done in less time, and it also builds team capacity and capability, especially in the current pandemic era. Besides, you don't wish to be a victim of burnout. Unfortunately, a lot of managers don't pay enough attention to the delegation process, and thus fail to reap the benefits. Are you a successful manager who delegates well?

- 1 They perceive their staff are not prepared to handle the assignment.
- 2 They fear opposition and conflict from their subordinates.
- 3 They are afraid of losing approval and credit.
- 4 They are afraid their liabilities and weaknesses will be uncovered.
- 5 They feel they are hampering the deadlines
- 6 They feel they cannot train and improve their subordinates in time.
- 7 Insecurity, fear, apprehension and distrust
- 8 Real hard data may have to be revealed due to transparency

These reasons may appear to be justifications for not delegating if you reason the situation to make it fit to your preference. However, when you candidly analyse them, you will see how each of them, in truth, points up personal, leadership or management inadequacies which actually underline the need for effective delegation. Indirectly, effective delegation is also a form of training, motivation and succession planning efforts. It is a part of talent management where we need to groom and grow our staff by proper and planned delegation, with documentation and structure to ensure success is achieved. It can be challenging as it requires two parties. Hence, the structure and documentation is to ensure the progress is measured and followed through, especially when delegating key projects.



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of the management functions. Failure to delegate keeps you from moving forward, and it undermines the morale of subordinates who, because of your stagnant situation, are also held back in their own accomplishments.

Poor delegators are shun upon in dynamic firms. You will be seen as a person not caring for others, looking out only for yourself and, in fact, a weak leader. Suspicion and mistrust spring from such attitudes. Diligent and responsible staff will feel that their careers have been obstructed by the lack of increased responsibility. They may feel that you have judged them unfairly, and they can begin to question your competence as a leader.

Failure to delegate can truly dent a whole department. In view of this, why then do so many managers overlook or disregard this vital function?

**There are several reasons. Here are some:**

Effective delegation is a skill, which allows you to get more harvest with limited resources. When delegation is done effectively, it will reduce your workload, increase your productivity and create opportunities for expansion and growth. You can delegate your way to more success, with a proper plan. Most subordinates accept new challenges but it's about how they are approached and coached, which is a vital process.

Managers are responsible for tangible results in organisational objectives through people. They achieve this through effective delegation, which is a key management empowering tool. One of the serious problems of our time is delegating effectively. Many managers fail to delegate effectively because they comprehend wrongly the definition of the word. Let's hear the definition of delegation:

- "Delegation is the assignment of any authority to another person (normally from a manager to a subordinate) to carry out specific activities. It

is one of the core concepts of management leadership. However, the person who delegated the work remains accountable for the outcome of the delegated work." - Wikipedia

- "If you want to do a few small things right, do them yourself. If you want to do great things and make a big impact, learn to delegate." - John C. Maxwell, American management guru, author and motivator.

Delegation is the process of maintaining and creating effective working arrangements between a manager and his subordinates. Delegation results when the performance of specified work is entrusted to another, and the expected results are also mutually understood.

All effective managers would welcome the opportunity to delegate whenever possible. Yet the fact remains that this is one of the most misused and mishandled



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