

SOME ASPECTS ABOUT DELEGATING PROCESS

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Abstract: the paper presents some aspects concerning the delegation process, the golden square of problems that a good manager has each day, advantages given by a efficient delegation process, the trust and mistrust spiral.

1. INTRODUCTION

When you reached the top of a mountain, continue to (*Chinese proverb*)

Delegating advantages given by a good managing process are:

- a) more efficient time usage
 - rule 80/20 (*Pareto*) is valid (80% from time, for 20% important tasks)

GOLDEN SQUARE

	URGENT			NON – URGENT		
IMPORTANT	DO! – <i>It's a must!</i> DO WELL! – <i>Better than you can and a little more</i> DO NOW! – <i>If could it be done yesterday ...</i> ALLOCATE ALL NECESSARY RESOURCES (<i>Money, Time, Human resources etc.</i>)			DO IT ONLY IF YOU FINISHED THE FIRST QUADRANT TASKS! ... ALL THE REST, DELAY UNTIL THEN BECOME URGENT		
NON – IMPORTANT	DELEGATE the tasks to one of your coworker from your team			DELEGATE the tasks to one of your executive assistant		
	Who	Do what	Until when	Who	Do what	Until when

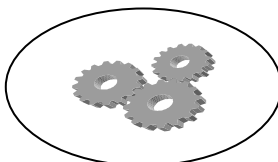
- b) development of team members' skills
- c) development of ability to motivate
- d) development of ability to take better decisions

2. POSSIBLE APPROACHES IN MANAGER'S WORK

2.1. Command – Control

- Manager – I order and I check you
- Employee – I do the job as long as you watch me

Manager

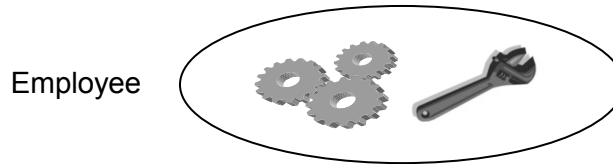


Employee



2.2. Power given

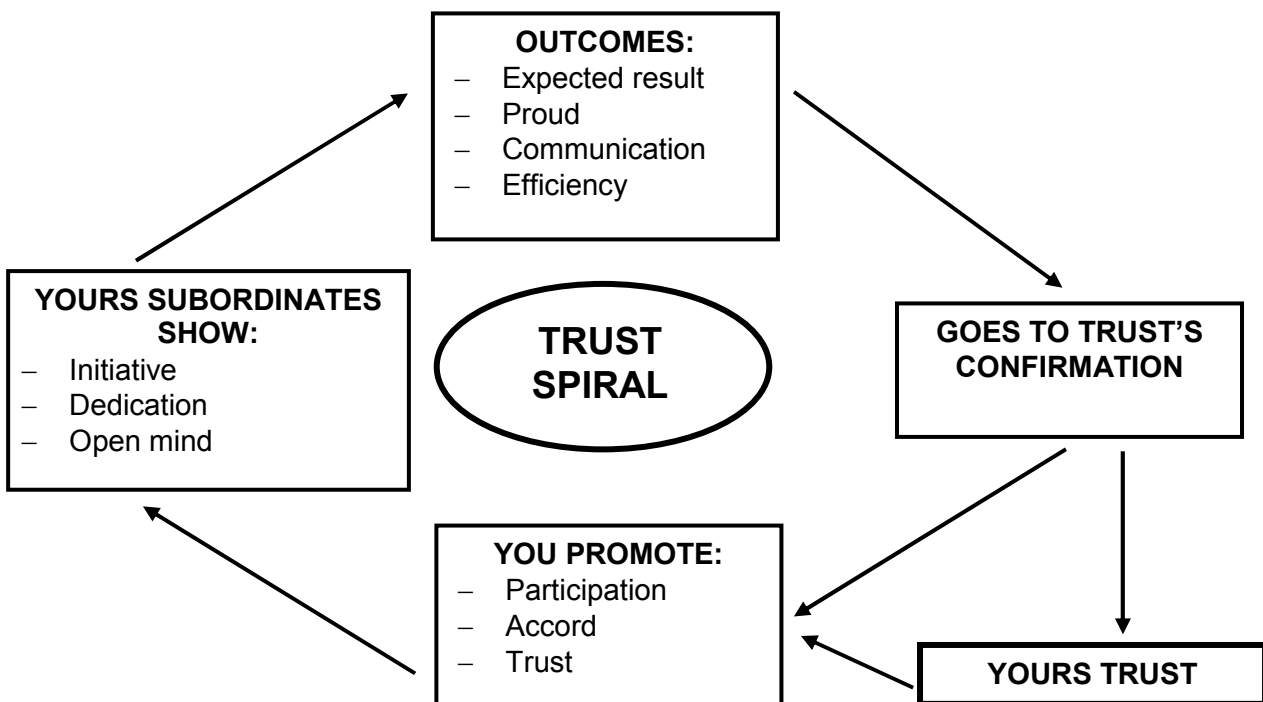
- Manager – I'm available to you whenever you need me
 Employee – I do my job alone

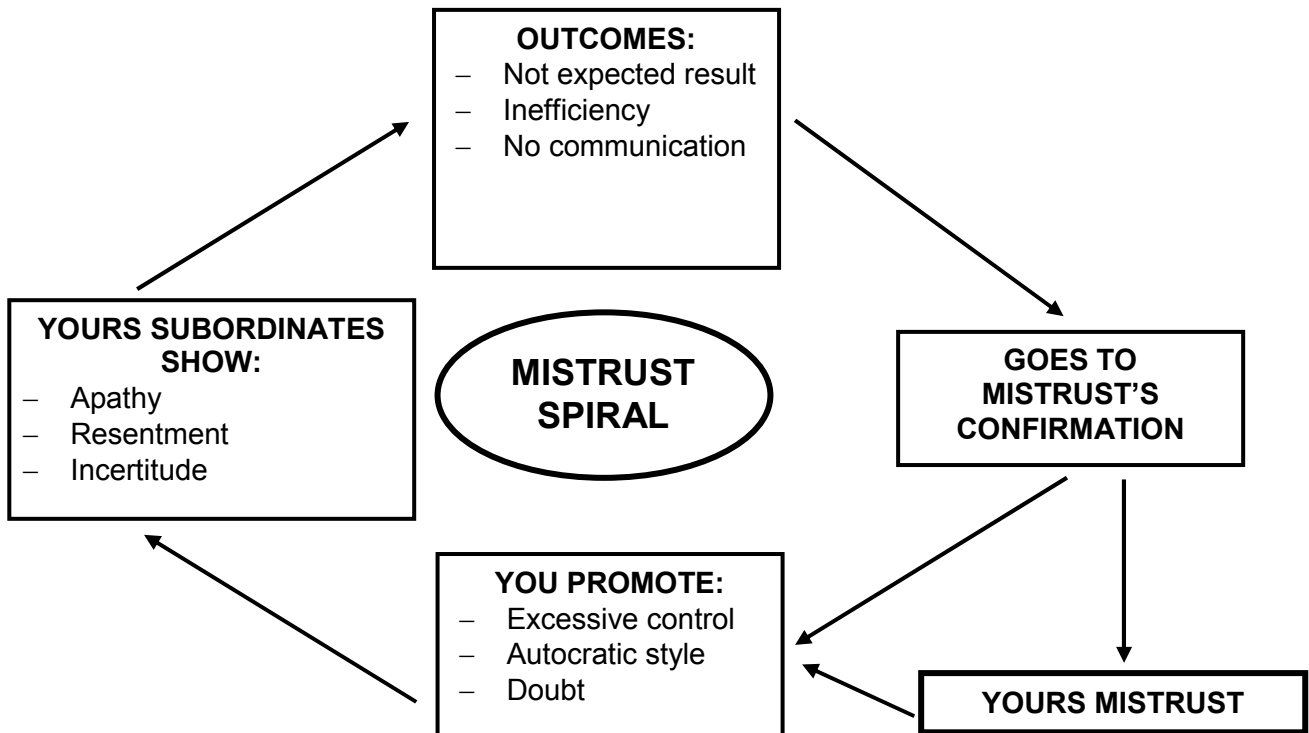


3. FACTORS THAT STOP THE DELEGATING PROCESS

MOTIVES	I'm not sure about proper delegating
	I was not trained
	I'll lose control
	I do it faster and better. ONLY I can do this job
	I don't trust the people around
	If I train others, sometime I'll be not useful
	Will be the problem solve in OTHER WAY?
	I'm scared
	I like to do MYSELF this job. I want the prizes for MYSELF
	This job must be done NOW. I have no time to train others ...
	My chief want ME to solve this problem
	I don't want to look lazy to my colleagues

4. BEHAVIORAL MODELS OF MANAGER TOWARDS THE SUBORDINATES

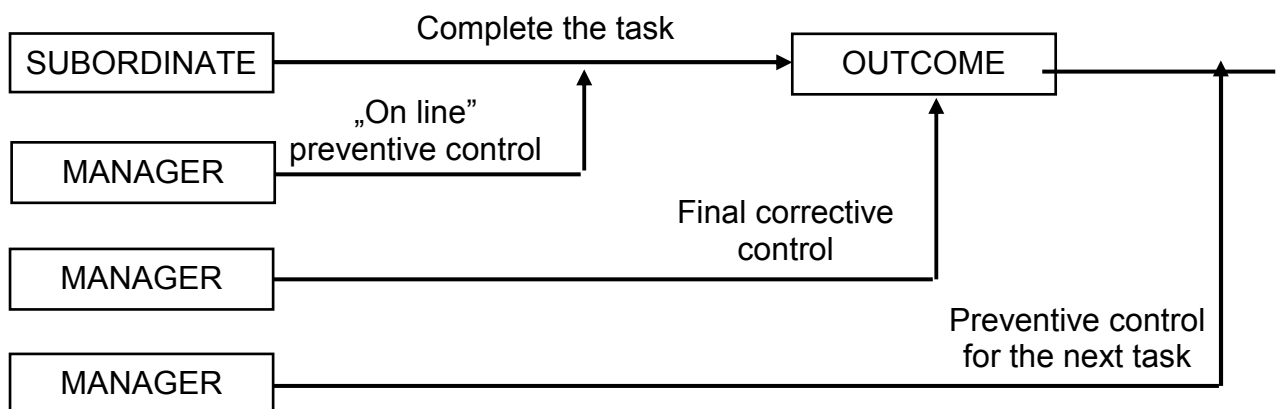




I don't know the success's formula but I know the failure one: try to please everyone
(Herbert Swope)

Tell me and I'll forget; show to me and maybe I'll remember, Involve me and I'll understand
(Chinese proverb)

5. CONTROL OF DELEGATING PROCESS



6. CONCLUSIONS

Paper presents some aspects regarding the delegation, the golden square tasks, some factors that stop the delegating process, behavioral models of managers vs. employee, trust and mistrust spiral, the control of delegating process, using on line

preventive control, final corrective control and also the preventive control for the next task.

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